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ABSTRACT

This directory, which is based on data collected in 1993 and 1995 through surveys distributed to employers and educational providers throughout Ohio, is designed as a resource for employers wishing to review established basic skills training programs and locate other Ohio employers who have had first-hand experience with such programs. The guide is divided into three parts. Parts 1-2 contain information about a total of 77 employer-driven basic skills programs that was obtained in surveys conducted by the Ohio Literacy Network in 1995 and 1993, respectively. Each program description contains some/all of the following: company name, address, contact person, primary type of business, and number of employees and whether those employees are unionized; program details (when the program was started, whether it is still operating, and how many individuals have been trained to date); funding sources; the program's initial assessment procedures, services, and methods; training location; program benefits; educational provider's name/address; brief narrative focusing on topics such as problems encountered/overcome, unique features of the program, and factors in its success; and advice to other employers wishing to initiate similar programs. Part 3 contains appendices listing employers by country, employers by size, and educational providers. (MN)

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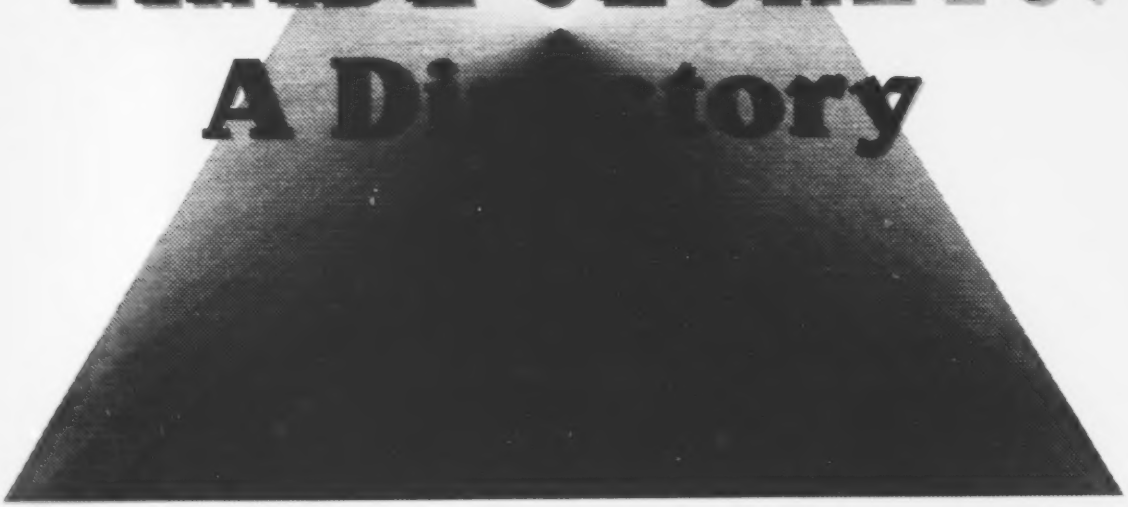
TRADE SECRETS:

A Directory



Ohio employers share their experiences with basic skills training programs

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CE 071 234

TRADE SECRETS:
A Directory

Ohio employers share their experiences with basic skills training programs

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March 1996

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Introduction

In recent years, employers have discovered that members of their workforces are not proficient in the basic skills necessary to perform their jobs adequately. An employee's inability to read, understand manuals, follow safety instructions, or perform mathematical calculations may hinder productivity, lead to workplace accidents, and adversely affect customer service.

Consequently, many employers are considering workplace education programs for their personnel. With this in mind, the Ohio Bureau of Employment Services and the Ohio Literacy Network collaborated to produce *Trade Secrets: A Directory*. We hope the directory will help employers by providing opportunities to review established programs and by providing links with employers who have expertise based on first-hand experiences.

The directory is divided into three main parts. Part I contains information about the necessity, design, implementation, and results of employer-driven basic skills programs. For the most part, the data were collected in 1995 via surveys distributed to employers and educational providers throughout Ohio. Part II contains similar information to that found in Part I and was collected in the summer of 1993 by the Ohio Literacy Network. Part III includes appendices that list employers by county, employers by size, and educational providers.

Peggy Hay
Office of Workforce Development
Ohio Bureau of Employment Services

Part I

Employer Workplace Education Programs

1995 data

American Electric Cordsets/
Belden Wire and Cable
32 Hunter Street
Apple Creek, OH 44606
Wayne County

Contact: Mary Bogner, Corporate Human Resource Manager
330-698-6200
330-698-5700 (fax)

1991 Governor's Workforce Excellence Award and 1992 U.S. Department of Labor's Labor Investing for Tomorrow (LIFT) Award

Primary type of business: manufacture of power supply cords

Number of employees: 170

Unions: none

Program details:
Began: September 1991
Start-up time: 6 months
Still operating: yes
Trained to date: 60

Funding: employer

Initial assessment: customized assessments in math, reading, comprehension, writing and communication

Services:
reading and comprehension;
communication;
math;
writing;
specific skills as determined by a task analysis

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
experiential;
self-paced;
job-related curriculum

Incentives:
combined paid and unpaid attendance;
achievement certificates

Training location: worksite

Benefits:
reduction in absenteeism;
reduction in scrap or reworking;
workers take more responsibility;
workers more open to new learning situations;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider: The Ohio State University Agricultural Technical Institute
1328 Dover Road
Wooster, OH 44691

Contact: Jean Opliger
800-647-8283

Narrative:

American Electric Cordsets began its workplace program to meet requirements for ISO 9002 (international quality standards), to improve basic quality, and to introduce statistical process control. Employees needed to read and comprehend the operation and maintenance manuals of sophisticated equipment to ensure safe and efficient use. Additionally, increasing teamwork and communication at all levels was important.

During the six-month planning process, the need for training was fully assessed. The project director and site coordinator met with management, supervision, and front-line employees to discuss how to meet training needs. A curriculum specialist was selected who had specific qualifications for this project. Program development began at a very fast pace. The assessment instruments were designed and administered and a task analysis was completed. Based on previously collected information, the assessment results, and the skills breakdown, the curriculum was custom designed and classes began.

American Electric Cordsets attributes the program's success to the positive commitment of all American Electric Cordsets personnel, from management to front-line employees, as well as to the educational specialist who worked in design and delivery. The Skill Transfer Enhancement program is designed to continue and grow with the participants and is completed in steps.

American Electric Cordset advises...

Budget for funding. Grants are nice, but few. Find an education specialist who understands the needs of your specific workforce. Utilize a task analysis and assessment. Do not confuse workforce development with ABLE (Adult Basic and Literacy Education) and GED (high school equivalency). These may be part of your development, but that is not where it stops. When initiating and planning your program, involve everyone concerned -- from upper management to front-line employees. Keep your program flexible. Needs change.

Buckeye Cablevision Inc.
5566 Southwyck Boulevard
Toledo, OH 43614
Lucas County

Contact: Deion Baker, Business Operations
Staff Development Manager
419-866-5802
419-866-7074 (fax)

Primary type of business: cable television service

Employees: 300

Unions: yes (no employees in the division receiving training are unionized)

Program details:
Began: September 1991
Start-up time: 3 months
Still operating: yes
Trained to date: 100

Funding: employer and federal

Initial assessment: a pre-employment test specific to the business

Services:
reading and comprehension;
communication;
math;
writing;
personal enhancement

Methods:
classroom;
individualized

Training location: worksite

Benefits:
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers show higher self-esteem, pride, and confidence

Educational provider:
Owens Community College
Center for Development and Training
P.O. Box 10000
Oregon Road
Toledo, OH 43699

Contact: Diane Ninke
419-661-7355

Narrative:

Buckeye Cablevision became aware of the need for a workplace program when staff noticed poor grammar usage during monitored phone calls, inaccurate calculations of customers' prorated bills, and illegible writing. During the three-month planning process, a pre-employment test was developed and local training resources were contacted to determine available options. The business cites two key factors as essential to the success of the program -- regular employee evaluations and established standards. Training costs challenged program implementation.

Buckeye Cablevision Inc. advises...

Don't try to do it all at once. Evaluate and prioritize your needs, starting with the most important and working your way through. Use small test groups for new projects.

Card Pak Inc.
19220 Miles Avenue
Cleveland, OH 44128
Cuyahoga County

Contact: Jack McGrath, Q.A. Manager
216-475-8277
216-475-8083 (fax)

Primary type of business: printing

Number of employees: 84

Unions: none

Program details:
Began: 1993
Still operating: no
Trained to date: 30

Funding: employer

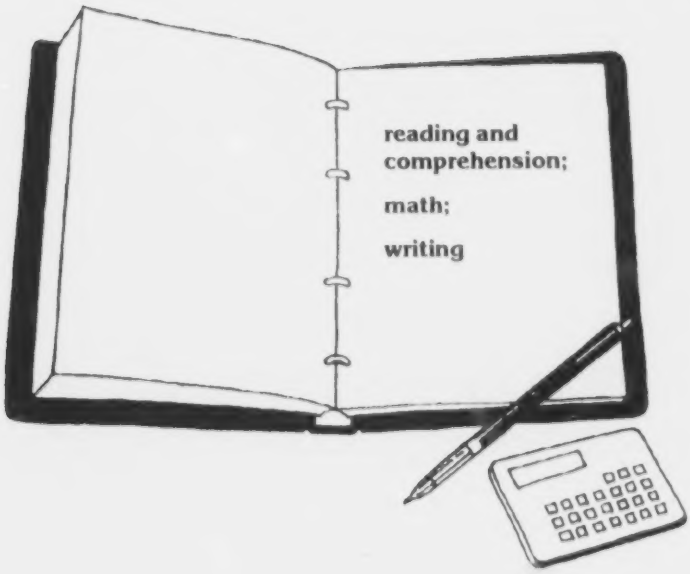
Initial assessment: Wide Range Achievement Test (WRAT) 2

Services:
reading and comprehension;
math;
writing

Methods:
classroom;
small group;
job-related curriculum

Educational provider:
Cuyahoga Valley Career Center
8001 Brecksville Road
Brecksville, OH 44141

Contact: Dan Hickey
216-526-5200


reading and
comprehension;
math;
writing

The Christ Hospital
2139 Auburn Avenue
Cincinnati, OH 45219
Hamilton County

Contact: Beth Deininger, Human Resources Consultant
513-369-8793
513-629-3799 (fax)

Primary type of business: health care

Number of employees: 3,300

Unions: no

Program details:
Began: October 1993
Start-up time: 6 months
Still operating: yes
Trained to date: 60

Funding: employer

Initial assessment: reading and math

Services:
reading and comprehension;
math;
Adult Basic Education

Methods:
small group;
one-to-one tutoring;
individualized;
self-paced

Incentives:
unpaid attendance after work hours;
combined paid and unpaid attendance;
positive reinforcement;
child care for those attending community training;
free educational materials

Training locations: worksite and a local church group providing educational training, free child care, and free food

Benefits:
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider: Great Oaks Institute of Technology and Career Development
3254 East Kemper Road
Cincinnati, OH 45241

Contact: Art Ftacnik
513-771-8925

Narrative: After beginning its nursing reengineering effort, The Christ Hospital started to recognize comprehension and basic skills deficits. During the program's six-month planning stage, the skills required in entry-level positions were evaluated. Training materials, job descriptions, and policy manuals were evaluated to determine minimum comprehension and educational level requirements.

The program's success is attributed to: ongoing communication about the need for improved skills as the field of health care changes; on-site training with trained professionals; and developing policy to provide job security for one year after a position is designated for elimination. A full-time career transition facilitator works directly with employees whose positions are affected because of required skill upgrading; whose positions may be eliminated; or who may be moving to new areas. For some employees, the basic skills assessment determined if they qualified for positions associated with the reengineering effort.

The Christ Hospital advises...

Communicate the need to provide basic skills training on site. Do a lot of pre-planning and communicating before implementation. Provide recognition and incentives for employees in the program. Avoid tying the requirements to a reengineering effort.

Chrysler Toledo Assembly Plant
1000 Jeep Parkway
Toledo, OH 43657
Lucas County

Contact: Bill Ferguson, Coordinator of Adult Development
419-470-6707
419-470-7560 (fax)

1991 Governor's Workforce Excellence Award

Primary type of business: auto assembly

Number of employees: 5,000

Unions: yes

Program details:
Began: 1987-1988
Start-up time: 6 months
Still operating: yes
Trained to date: approximately 1,000

Funding:
a joint venture between Chrysler and United Auto Workers (UAW)

Initial assessment:
a literacy audit determined the skill levels needed to perform effectively in various departments

Services:
reading and comprehension;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
Adult Basic Education;
English as a Second Language

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based;
job-related curriculum

Incentives:
unpaid attendance after work hours;
flexible scheduling;
positive reinforcement;
achievement certificates;
family participation

Training locations:
training facilities at both plants, at the local union house, and at the Chrysler-UAW Regional Training Center

Benefits: reduction in absenteeism;
reduction in scrap or reworking;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider: not used

Narrative: The Chrysler-UAW negotiating teams identified the need for training during the collective bargaining process in the mid-1980s. Each plant and depot was given the responsibility to develop, implement, and operate its own training program. During the six-month start-up time, Chrysler-UAW worked out logistics, developed a relationship with the University of Toledo, and acquired funding. Instructors were trained to relate to adult students in the workplace environment. To ensure acceptance by the workforce (students), instructor training also was provided in labor/management joint initiatives and plant culture.

The program's success is attributed to: strong support of top levels of management and the union at both corporate/international and local levels; the large selection of training programs for personal development beyond basic skills; providing recognition; having award ceremonies; and training the coordinator and instructors in adult development.

Marketing basic skills is challenging because of the negative experiences some employees have had with formal schooling or previous training. Demands for continuous overtime severely limit available employee training time.

Chrysler Toledo Assembly Plant advises...

Research available start-up grants. Develop partnerships with local community colleges, boards of education, and private industry councils. Seek advice from professional organizations, i.e., American Society for Training and Development. Perform a thorough needs assessment. Develop relevant objectives. Maintain ongoing evaluations of the programs.

Chrysler Twinsburg Stamping Plant
2000 East Aurora Road
Twinsburg, OH 44087
Summit County

Contact: Dr. Robert Peterson, Training Coordinator
216-487-2613
216-487-2905 (fax)

Primary type of business: automobile stamping plant

Number of employees: 2,650

Unions: yes

Program details:
Began: January 1990
Still operating: yes
Trained to date: 400

Funding: a joint venture between United Auto Workers and Chrysler

Initial assessment: interviews and limited use of the Wide Range Achievement Test (WRAT)

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
Adult Basic Education;
English as a Second Language

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based;
self-paced;
job-related curriculum

Incentives:
unpaid attendance after work hours;
positive reinforcement

Training location: worksite

Benefits:

workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider:

Cuyahoga Valley Career Center
8001 Brecksville Road
Brecksville, OH 44141

Contact: Dan Hickey
216-526-5200

Narrative:

The Chrysler Twinsburg Stamping Plant attributes the success of its program to: the flexibility of both teachers and management; the relaxed atmosphere (coffee, no assessments on first visits, and safe environment); support of the program by management and union; the ability of teachers to adapt programs as different needs arise; the willingness of the workforce to update skills; and the availability of the program to students of all levels.

One program challenge was arranging for classroom space.

Cinpac
2940 Highland Drive
Cincinnati, OH 45212
Hamilton County

Contact: Tracy K. Meek, Human Resources
513-841-0777
513-841-1168 (fax)

Primary type of business: manufacture of nondurable goods (food industry)

Number of employees: 200

Unions: none

Program details: Began: in development stage at time of survey

Funding: employer

Initial assessment: for GED (high school equivalency) program only

Services:
reading and comprehension;
math;
GED (high school equivalency)/GED preparation

Methods:
classroom;
small group;
job-related curriculum

Incentives:
unpaid attendance after work hours;
positive reinforcement;
achievement certificates

Training location: worksite

Benefits:
workers take more responsibility;
workers more open to new learning situations;
workers show higher self-esteem, pride, and confidence;
promotability;
quality work

Educational provider: Cincinnati State Technical and Community College - Office of Continuing Education
3520 Central Parkway
Cincinnati, OH 45223-2690

Contact: Dr. David Buzzard
513-569-1459

Narrative:

Cinpac became aware of the need for a workplace program several years ago. The business had a limited number of promotable employees due to low skill levels and received incomplete employment applications. Many job applicants have no high school diplomas and are unable to communicate effectively during the interview.

Cinpac's challenges include marketing the program to employees, employee participation and response, and funding.

Cinpac advises...

Develop an educational committee with employee representation. Establish goals and the direction of the program. Know what you want to achieve. When developing a program, having examples of other programs' successes and failures is helpful.

City Machine and Wheel Co.
1676 Commerce Drive
Stow, OH 44224
Summit County

Contact: Marilyn Young, Facilitator, City Machine and Wheel Learning Center
330-688-3396
330-688-9606 (fax)

1991 Governor's Workforce Excellence Award

Primary type of business: manufacture of wheels for recreational equipment, lawn and garden equipment, agriculture equipment, and other special needs

Number of employees: 63

Unions: none

Program details:
Began: 1989
Start up time: one year
Still operating: yes
Trained to date: 178 (since program inception)

Funding: employer

Initial assessment: Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
total quality management;
blueprint reading;
statistical process control;
other work-specific courses

Methods:
small group;
one-to-one tutoring;
individualized;
computer-based;
self-paced;
job-related curriculum

Incentives:
paid attendance during work hours;
unpaid attendance after work hours;
flexible scheduling;
positive reinforcement;
achievement certificates;
family participation

Training location: worksite

Benefits: reduction in absenteeism;
fewer injuries;
reduction in scrap or reworking;
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider: not used

Narrative:

The City Machine and Wheel Co. became aware of the need for a workplace program when employees attended a communications workshop and could not read written materials or do math at expected levels. During the program's one-year start-up time, the company evaluated computer programs, written materials, the location of the center, staffing, types of tests, needs, and goals. The company also began planning with employees.

The success of the program is attributed to: the highly supportive management; program attendance on company time; individualized computer-assisted education; confidentiality and privacy; accommodating employees' learning styles; and focusing on what employees want to learn.

Several factors challenged the program's implementation. As the basic skills of the workforce improved, the program had to grow. Course work in technical skills, total quality management, statistical process control, and other areas were added. Additional challenges included funding; the need for a flexible program to meet the production schedule; and employees' fears of learning, failure, and management's discovery of their skill levels.

City Machine and Wheel's Learning Center encourages family participation. Every summer, computer camp is held for employees' children. Family members are given special gift certificates when courses are completed. Also, awards are given to employees' children for good grades at local schools.

City Machine and Wheel Co. advises...

Visit other programs. Pick the best ideas and tailor them to meet your needs. Involve employees in the planning, and involve the union if you have one. Set goals. Top management must back the program 100 percent for success.

Cleveland Track Material
6917 Bessemer Avenue
Cleveland, OH 44127
Cuyahoga County

Contact: Jim Andrews, Vice President
216-641-4000
216-641-0882 (fax)

Primary type of business: manufacture of railroad trackwork and hardware

Number of employees: 310

Unions: none

Program details:
Began: 1993
Start-up time: 6 months
Still operating: yes
Trained to date: 65

Funding: employer

Initial assessment: interview

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
GED (high school equivalency)/GED preparation;
English as a Second Language

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
job-related curriculum

Incentives:
combined paid and unpaid attendance;
positive reinforcement;
achievement certificates

Training location: worksite

Benefits:
workers more open to new learning situations;
workers show higher self-esteem, pride, and confidence

Educational provider: *North Coast Tutoring*
120 North Main Street
Chagrin Falls, OH 44022

Contact: Carol Richards
216-247-1622

Narrative:

Cleveland Track Material became aware of the need for training when new employees did not possess the basic skills needed to progress and move the company forward. Many new employees need English as a Second Language to permit good communication.

During the program's six-month start-up time, Cleveland Track Material determined that due to the required time commitment its own staff could not provide the training. The business evaluated available community services and located space for classrooms.

The success of the program is attributed to the cooperation of all parties and the strong desire and commitment to make the program succeed. Challenges have included the reluctance of line supervisors to release employees for classes due to production schedule demands and finding available space for classrooms for the increasing number of participants. Progress in the English as a Second Language class has been slower than expected since employees are reluctant to use English outside of the classroom. Many employees are afraid to try and become discouraged very early in the classes.

Cleveland Track Material advises...

There must be a strong management commitment to make the program succeed. Employees must also commit their time. Cleveland Track Material pays for two hours of training each week, and the employees contribute two additional hours per week. Progress of English as a Second Language classes will be slow. Other classes show faster results. The company and teachers must work together and adjust the curriculum as required.

Diamonite Products
453 West McConkey Street
Shreve, OH 44676
Wayne County

Contact: Cheryl Prost, Personnel Staff Secretary
330-567-2145
330-567-2588 (fax)

1994 Governor's Workforce Excellence Award

Primary type of business: manufacture of technical ceramic parts for industry

Number of employees: 310

Unions: none

Program details:
Began: June 1993
Start-up time: 8 months
Still operating: no
Trained to date: 131

Funding: state, employer, and federal

Initial assessment: function-task-competency assessment

Services:
reading and comprehension;
communication;
math;
writing;
team problem solving

Methods:
classroom;
small group;
job-related curriculum

Incentives:
combined paid and unpaid attendance;
achievement certificates;
transportation and child care (never requested);
graduation ceremony;
special pen upon program completion

Training location: worksite

Benefits:
reduction in absenteeism;
reduction in scrap or reworking;
workers more open to new learning situations;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider: The Ohio State University Agricultural Technical Institute
1328 Dover Road
Wooster, OH 44691

Contact: Jean Opliger
800-647-8283

Narrative: Diamonite Products became aware of the need for a workplace program because of increasing scrap and scrap dollars spent; errors on time cards, paperwork, and reports; the inability of employees to use measurement equipment accurately; math errors; incorrect part counts; and misunderstandings of written and oral messages and instructions.

In training design and curriculum content, Diamonite Products obtained as much input as possible from employees and a curriculum committee. The program was designed to be specific to Diamonite's needs. Employees valued the training because they saw a direct relationship between what was taught and how it would be used on their jobs.

The success of the program is attributed to: 100 percent backing from top management; publicity in newsletters, in memos on bulletin boards, and at employee meetings; sticking to the original plan; and follow-through. Scheduling class time for some employees on rotating shifts challenged program implementation.

Diamonite Products advises...

Prepare ahead as much as possible. Do not jump in blindly. Be willing to work out problems to keep the program going. Do not give up and stop the program prematurely. Some results are long in coming. Be patient. Do what you say. Give the opportunity to everyone.

Drake Center, Inc.
151 West Galbraith Road
Cincinnati, OH 45216
Hamilton County

Contact: William R. Huber, Manager, Human Resources
513-948-2616
513-948-2619 (fax)

Primary type of business: rehabilitation hospital and long-term care facility

Number of employees: 740

Unions: none

Program details:
Began: January 1995
Start-up time: 6 months
Still operating: yes
Trained to date: 28

Funding: employer

Initial assessment: Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
math;
writing;
computer literacy;
GED (high school equivalency)/GED preparation;
Adult Basic Education

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
self-paced;
job-related curriculum

Incentives:
unpaid attendance during work hours;
flexible scheduling;
positive reinforcement;
achievement certificates;
family participation

Training location: worksite

Benefits: workers take more responsibility;
workers more open to new learning situations;
workers show higher self-esteem, pride, and confidence;
opened lines of communication between previously non-interactive departments

Educational provider: Great Oaks Institute of Technology and Career Development
3254 East Kemper Road
Cincinnati, OH 45241

Contact: Art Ftacnik
513-771-8925

Narrative: As Drake Center, Inc. moved ahead with its quality management/ improvement program, many employees did not understand the information needed to participate in the quality effort.

During the program's six-month start-up time, Drake Center formed in-house committees; met with a Great Oaks Institute representative; secured full administrative support; visited literacy centers in the area; secured space in the facility for a classroom; and remodeled and furnished the classroom area.

The Drake Center attributes its success to: the assurance of confidentiality; the private classroom facility; excellent support from Great Oaks Institute and management staff; the excellent, caring, and dedicated instructor; strong, ongoing internal marketing efforts; the flexibility of the class schedule; and word of mouth. The single, greatest success factor is an excellent, dedicated task force that promotes the program. Challenges to the program include negative perceptions attached to taking classes and the constant need to reinforce the idea that the training is skill-building, rather than adult basic education.

Drake Center, Inc. is now planning computer training. The company hopes to offer literacy classes as early as winter 1996.

Drake Center, Inc. advises...

Involve employees from all organizational levels when forming program ideas. Make classes voluntary. Be flexible. Concentrate on marketing. (Drake Center had a lot of fun with this end of it!). Study mandatory versus voluntary attendance options closely. Before you start, know specifically what your goals are, the kind of support you have from management, and how much funding you have available.

The Dupps Co.
548 North Cherry Street
Germantown, OH 45327
Montgomery County

Contact: Danny R. Worley, Quality Assurance Manager
513-855-6555
513-855-6554 (fax)

Primary type of business: manufacture of process equipment for the rendering industry

Number of employees: 190

Unions: none

Program details:
Began: September 1993
Start-up time: 6 months
Still operating: yes
Trained to date: 100

Funding: employer

Initial assessment: Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based;
self-paced;
job-related curriculum

Incentives:
paid attendance during work hours;
flexible scheduling;
positive reinforcement;
achievement certificates

Training location: worksite

Benefits:

reduction in absenteeism;
reduction in scrap or reworking;
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider:

Great Oaks Institute of Technology and Career Development
3254 East Kemper Road
Cincinnati, OH 45241

Contact: Art Ftacnik
513-771-8925

Narrative:

The Dupps Co. became aware of the need for training when geometric tolerancing and higher quality standards were introduced and rework and scrap rates increased.

During the six-month start-up time, The Dupps Co. identified the goals it wished to accomplish during the initial training and formulated a plan for the subsequent training phases. Scheduling and class sizes were determined, as well as training locations. To accommodate the training, The Dupps Co. rented a 12' x 60' trailer as a mobile office.

The program's success is attributed to: total management commitment and financial support; the work by the staff from Miami Valley Career Technology Center; notifying employees well in advance of training plans; and giving employees a voice in future training programs. The logistics of scheduling training was a challenge due to work loads and different shifts.

The Dupps Co. advises...

Top management must be 100 percent committed. Choose a good educational partner. Inform all employees on training plans. Understand that training should be ongoing.

G.E. Medical Systems

18683 South Miles
Warrensville Heights, OH 44128
Cuyahoga County

Contact: Jack Woollacott, Lead trainer
216-663-2110
216-663-0518 (fax)

Primary type of business: manufacture of medical imaging equipment

Number of employees: 65

Unions: yes

Program details:
Began: 1992
Start-up time: 3 to 6 months
Still operating: yes
Trained to date: approximately 70 percent of the employees

Funding: employer

Initial assessment: reading, writing, comprehension, mathematics, machining

Services:
reading and comprehension;
math;
GED (high school equivalency)/GED preparation

Methods:
classroom;
small group;
one-to-one tutoring;
self-paced;
job-related curriculum

Incentives:
paid attendance during work hours;
positive reinforcement;
achievement certificates

Training location: worksite

Benefits: flexibility

Educational provider:
Cuyahoga Valley Career Center
8001 Brecksville Road
Brecksville, OH 44141

Contact: Dan Hickey
216-526-5200

Narrative:

G.E. Medical Systems became aware of the need for a workplace program when a variation in reading skills within classifications was noticed. During the three- to six-month start-up time, an employee assessment was given. Basic math, computerized numerical control programming, and other courses were then offered. Challenges included consistency, support, and union negotiations.

G.E. Medical Systems advises...

Identify financial support. Obtain human resources support and participation. Identify clear objectives and a vision for the program. Secure dedicated internal resources to help in assessment, training, and certification of specific jobs.

General Motors Powertrain
26427 State Route 281 East
Defiance, OH 43512
Defiance County

Contact: Pearl Lane, UAW Training Coordinator and Skill Center Administrator
419-784-7723
419-784-7725 (fax)

Primary type of business: manufacture of automobiles

Number of employees: 3,600

Unions: yes

Program details:
Began: 1990
Start-up time: 3 months
Still operating: yes
Trained to date: 100

Funding: General Motors/United Auto Workers joint funds

Initial assessment: needs analysis, survey

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
Adult Basic Education;
English as a Second Language

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based;
experiential;
self-paced

Incentives: unpaid attendance after work hours

Training locations: worksite and union hall

Benefits:

reduction in scrap or reworking;
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider:

Four County Joint Vocational School
22-900 State Route 34
Box 245A
Archbold, OH 43502

Contact: Kevin Dangler
419-267-3331

Narrative:

General Motors Powertrain became aware of the need for a workplace program when employees had problems using new machinery and with statistical process control. During the program's three-month start-up time, a needs analysis was performed, a facility located, and instructors selected. The success of the program is attributed to: cooperation between union and management; Four County Vocational School teachers; and the employees who came forward to participate in the training.

General Motors Powertrain advises...

Make sure you perform a needs analysis. Make sure you have a reward system in place.

Green Manufacturing, Inc.
P.O. Box 408
Bowling Green, OH 43402
Wood County

Contact: Kelly J. Conner
Title: Human Resources Manager
419-352-9484
419-354-2087 (fax)

1994 Governor's Workforce Excellence Award

Primary type of business: manufacture of hydraulic cylinders

Number of employees: 160

Unions: none

Program details:
Began: May 1990
Start-up time: 9 months
Still operating: no
Trained to date: everyone has received some type of training

Funding:
employer

Initial assessment:
Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
math;
GED (high school equivalency)/GED preparation

Methods:
small group

Incentives:
unpaid attendance after work hours

Training locations:
worksite and union hall

Benefits:
reduction in scrap or reworking;
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider:
Penta County Vocational School
30095 Oregon Road
Perrysburg, OH 43551

Contact: Joe Thomas
419-666-1120

Narrative:

In 1989, Green Manufacturing noticed wasted time and lost productivity as operators complied with a first-item inspection procedure. The quality assurance supervisor tested each employee's inspection skills and found only a few who passed. The majority failed due to a lack of reading and math skills. To continue growing and expanding markets, the company had to overcome this lack of basic skills.

During the program's nine-month start-up time, employees were surveyed to see if they were high school graduates and, if not, how much schooling they had completed. Penta County Vocational School administered the Test of Adult Basic Education (TABE) and a locator test for math and vocabulary skills to all employees.

The success of the program is attributed to: the commitment of top management; the commitment of employees; the constant encouragement to value lifelong learning; the dedication of financial resources; and employee promotions. Most positions are filled from within the company, and many factory workers now hold salaried positions.

Challenges to the program have included time, money, and some lack of motivation to become involved in the learning process. Encouragement is needed because employees are apprehensive and afraid to fail.

Penta County Vocational School was instrumental in helping develop and implement the program. "We could not have done it without their support," a Green Manufacturing representative praised.

Green Manufacturing, Inc. advises...

Be patient. Start small, concentrating on a small group of individuals and a specific literacy problem. RECOGNIZE EMPLOYEE SUCCESSES! Don't expect to see a return on your investment overnight. It takes time, patience, and commitment. Realize that the reason employees might not be excited about getting involved in a workplace literacy program is not because they don't want to learn, but because they are afraid of failing. Point out the advantages of learning and that employees will not be penalized if they don't excel in the training. Take advantage of your local vocational school and other outside resources.

Honda of America Mfg., Inc.
24000 Honda Parkway
Marysville, OH 43040
Union County

Contact: Pamela Jones Morton, Assistant Manager - Associate Development Group
513-642-5000
513-644-6566 (fax)

Primary type of business: automobile manufacturing

Number of employees: 10,000+

Unions: none

Program details:
Began: 1991
Start-up time: 3 months
Still operating: yes
Trained to date: 162

Funding: employer (Associate's Tuition Reimbursement Fund)

Initial assessment: Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based;
self-paced

Incentives:
unpaid attendance after work hours;
flexible scheduling;
family participation

Training location: worksite (classrooms and computer labs)

Benefits:

workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve;
on-the-job training is more understandable;
greater understanding of job processes because of increased reading and math skills

Educational provider:

The Pace Group
10945 Reed Hartman Highway
Suite 215
Cincinnati, OH 45242

Contact: Carl Beer
513-793-0550

Narrative:

Honda of America Mfg., Inc. became aware of the need for a workplace program when several associates expressed their interest. Departments were surveyed, and many associates felt they would benefit from a program. Also, some test scores from the Test of Adult Basic Education (TABE) showed a problem.

The success of the program is attributed to: the flexibility of hours and curriculum; financial backing from the tuition reimbursement program; the desire of associates to grow; and the opportunity for personal and career growth. Challenges to the program include the demands of time on associates, busy schedules, and the reluctance of associates to admit needs.

Honda of America Mfg. Inc. advises...

Assess needs of your company first, and build programs based on those needs. Make sure confidentiality is maintained. Obtain quality instructors. Training is an area that may continue to expand as new technology increases. The division between the trained and untrained may increase as the educated become more educated. These programs become vital for anyone who has many years left in the job market.

The Horsburgh & Scott Co.
5114 Hamilton Avenue
Cleveland, OH 44115
Cuyahoga County

Contact: Christopher W. Horsburgh,
Vice President
216-432-5810
216-432-5850 (fax)

1991 Governor's Workforce Excellence Award

Primary type of business: manufacture of gears and speed reducers for heavy industrial applications

Employees: 240

Unions: none

Program details:
Began: 1990
Start up time: 9 months
Still operating: yes
Trained to date: 200

Funding: employer

Initial assessment: test of vocabulary, math, and retention

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
English as a Second Language

Methods:
classroom;
small group;
one-to-one tutoring;
computer-based;
self-paced

Incentives: paid attendance during work hours (offered at the program start); combined paid and unpaid attendance (currently 50/50 split)

Training location: worksite

Benefits:

workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve;
most benefits are intangible

Educational provider:

Workforce Skills Development
17128 Eastview Drive
Chagrin Falls, OH 44023

Contact: Julie Baker
216-543-9513

Narrative:

A literacy assessment by Project: LEARN was the wake-up call for The Horsburgh & Scott Co. During the program's nine-month planning stage, the company carefully introduced assessment and the need for continuous learning to employees. Program implementation challenges include cost, time, and keeping the momentum going.

The Horsburgh & Scott Co. advises...

Do not try to justify return on investment. Start now. Your employees' literacy levels are lower than you think.

H-P Products, Inc.
512 West Gorgas Street
Louisville, OH 44641-0912
Stark County

Contact: Peter Nielsen, Education Development Coordinator
330-875-7193
330-875-7577 (fax)

Primary type of business: manufacture and assembly of fabricated tubing and vacuum systems

Number of employees: 243

Unions: none

Program details:
Began: September 1992
Start-up time: 6 months
Still operating: yes
Trained to date: 25

Funding: employer

Initial assessment: part of pre-employment screening

Services:
communication;
math;
computer literacy

Methods:
classroom;
small group;
individualized;
computer-based;
experiential;
self-paced;
job-related curriculum

Incentives:
paid attendance during work hours;
paid attendance after work hours;
unpaid attendance after work hours;
combined paid and unpaid attendance;
flexible scheduling;
positive reinforcement;
achievement certificates;
transportation

Training locations: worksite; college/university; rented halls; private training facilities; hotel conference rooms

Benefits:

reduction in scrap or reworking;
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider:

Stark Technical College
6200 Frank Avenue N.W.
Canton, OH 44720

Contact: Art Moyer
330-966-5465

Narrative:

H-P Products became aware of the need for a workplace program through employee questionnaires and testing by Stark Technical College. During the program's six-month start-up time, employee test results were reviewed, needs were assessed, options were examined, and resource and budget constraints were considered.

The program's success is attributed to management support and the identification of employee needs. Challenges included uninvolved participants and limitations of time and resources that affect the scope of training.

H-P Products, Inc. advises...

Try to pinpoint specific needs. Begin at a pace that can be maintained. Make classes as company-oriented as possible. Use your own company data, information, and examples.

Joseph T. Ryerson & Sons Inc.
5300 Lakeside Avenue
Cleveland, OH 44114
Cuyahoga County

Contact: Carol M. Pruitt, Administrative Manager
216-432-1411
216-391-1566 (fax)

Primary type of business: metal distributor

Number of employees: 81

Unions: yes

Program details:
Began: May 1995
Start-up time: 4 months
Still operating: yes
Trained to date: 20

Funding: employer

Initial assessment: Wide Range Achievement Test (WRAT), WRAT for Oral Reading Assessment, and the Dolch Basic Site Vocabulary Test

Services:
reading and comprehension;
math

Methods:
classroom;
job-related curriculum

Incentives:
paid attendance during work hours;
paid attendance after work hours;
positive reinforcement

Training location: worksite

Benefits:
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers show higher self-esteem, pride, and confidence;
employees realize the necessity for change and upgrading skills in the workplace

Educational provider:

Cleveland Public Schools
The Office of Adult and Continuing Education
Cleveland Skills and Career Center
2850 Euclid Avenue
Cleveland, OH 44115

Contact: Pat Heller
216-523-8003

Narrative:

Joseph T. Ryerson & Sons Inc. became aware of the need for a workplace program when employees had difficulty reading and understanding order instructions. When implementing the ISO 9000 Series Standard (a set of international standards developed to satisfy customer quality requirements), work instructions had to be read and understood by the individuals in all job positions.

During the program's four-month start-up time, Joseph T. Ryerson & Sons contacted the Cleveland Public Schools; discussed skills training plans with the steelworkers' union representatives and asked for their support; and reviewed paperwork with Cleveland Public School teachers to develop a curriculum.

The program's success is attributed to: using company paperwork as part of the curriculum; union support; management involvement; a plant tour with all the teachers involved; and classes for measuring and answering on-the-job questions held on the floor at employee work stations. Challenges include resistance to going back to school, time away from the job, and scheduling.

Joseph T. Ryerson & Sons would like to expand the program for salaried personnel if time and money permit.

Joseph T. Ryerson & Sons Inc. advises...

Enlist support for the program. Explain why the company is sponsoring classes and what will occur.

Kidron Inc.
P.O. Box 17
Kidron, OH 44636
Wayne County

Contact: Mike Clark, Director, Human Resources
330-857-3011
330-857-4571 (fax)

Primary type of business: manufacture of truck bodies and trailers, operator compartments, and cabs and fabrication of sheet metal

Number of employees: 325

Unions: none

Program details:
Began: January 1992
Start-up time: 6 months
Still operating: yes
Trained to date: 300

Funding: state and employer

Initial assessment: math and blueprint assessment and Test of Adult Basic Education (TABE)

Services:
math;
computer literacy;
GED (high school equivalency)/GED preparation;
blueprint reading

Methods: classroom

Incentives:
paid attendance during work hours;
paid attendance after work hours;
achievement certificates;
an additional $.05/hour may be earned for successful completion of advanced math and blueprint reading;
an additional $.05/hour may be earned for each course

Training locations: worksite and college/university

Benefits:
reduction in absenteeism;
reduction in scrap or reworking;
workers take more responsibility;
workers more open to new learning situations;
workers show higher self-esteem, pride, and confidence

Educational provider: University of Akron - Wayne College
1901 Smucker Road
Orrville, OH 44667

Contact: Amy Mast
330-684-8982

Narrative: Kidron Inc. became aware of the need for a workplace program when employees had difficulty meeting quality standards and products were produced that needed to be reworked. After an analysis was peformed, it was determined some employees had difficulty interpreting blueprints and doing the math required to convert blueprints into products of the correct dimensions.

During the program's six-month start-up time, a provider was selected; the curriculum and assessment instruments were developed; and the initial assessment of math and blueprint skills was performed. The program's success is attributed to: top management support; the need for successful class completion for advancement opportunities; and holding classes no matter how busy the business is.

Kidron Inc. advises...

Do an initial skills assessment for all employees. Develop minimum requirements that employees must attain to be considered proficient or to not take particular courses. Give employees certificates that indicate skill proficiency and successful course completion. Give employees public recognition.

Kirkwood Industries, Inc.
4855 West 130 Street
Cleveland, OH 44135
Cuyahoga County

Contact: Gerard J. Joyce, Director, Human Resources
216-267-6200
216-362-3878 (fax)

Primary type of business: manufacture of electrical motor components

Number of employees: 700

Unions: none

Program details:
Began: September 1994
Start-up time: 6 months
Still operating: yes
Trained to date: 120

Funding: state and employer

Initial assessment: language and math skills

Services:
reading and comprehension;
communication;
math;
writing;
English as a Second Language

Methods: classroom

Incentives:
paid attendance during work hours;
positive reinforcement:
achievement certificates

Training location: worksite

Benefits:
workers take more responsibility;
workers more open to new learning situations;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider:
Cuyahoga Community College
Unified Technologies Center
2415 Woodland Street
Cleveland, OH 44115

Contact: Hugh Littleton
216-987-3041

Narrative:

Kirkwood Industries became aware of the need for a workplace program through customer requirements and ISO certification (international quality standards). During the program's six-month start-up time, Kirkwood Industries completed a needs assessment with supervisors and managers; investigated educational providers and sources of funding; developed class outlines; developed a training proposal and grant application; and performed trainee skills assessments.

The success of the program is attributed to: the buy-in from top management to fund the training program; the requirement that supervisors and managers release employees to attend class; and the requirement that employees attend class as a condition of employment. Challenges include supervisors' frustration over losing employees from the floor, the need for overtime work, and employees who resisted class attendance.

Kirkwood Industries, Inc. advises...

Make sure that the plan is completed and approved before proceeding. Nothing is worse than a false start.

L.J. Minor
2651 West 25 Street
Cleveland, OH 44113
Cuyahoga County

Contact: Lori Foss, Manager, Employee Services
216-861-8350
216-861-0789 (fax)

1995 Governor's Workforce Excellence Award

Primary type of business: manufacture of food bases, gravies, etc.

Number of employees: 160

Unions: none

Program details:
Began: January 1994
Start-up time: 5 months
Still operating: yes
Trained to date: 25

Funding:
employer

Initial assessment:
With the assistance of Project: LEARN, the entire workforce was assessed in the areas of reading, math, and writing.

Services:
math;
writing;
GED (high school equivalency)/GED preparation;
Adult Basic Education;
English as a Second Language

Methods:
classroom;
small group;
self-paced

Incentives:
paid attendance during work hours;
paid attendance after work hours;
achievement certificates;
family participation

Training location:
worksite

Benefits:
fewer injuries;
reduction in scrap or reworking;
workers show higher self-esteem, pride, and confidence;
increased efficiency

Educational provider: Cleveland Public Schools
The Office of Adult and Continuing Education
Cleveland Skills and Career Center
2850 Euclid Avenue
Cleveland, OH 44115

Contact: Pat Heller
216-523-8003

Narrative: L.J. Minor became aware of the need for a workplace program when simple counting errors were made. The business planned to introduce statistical process control and wanted to be sure employees would understand the concepts. Also, damage to equipment due to "negligence" was an issue.

During the program's five-month start-up time, L.J. Minor performed a workplace assessment of basic skills, recruited an instructor, and solicited volunteers. The success of the program is attributed to the enthusiasm of participants, the support of upper management, and the availability of classes during work time. Challenges included difficulty in attracting employees with training needs and lack of support to attendees by first-line supervisors and line employees.

L.J. Minor advises...

Go slowly. Include all employees at all levels in the assessments. Ensure confidentiality. Have the support of upper management.

Lima Memorial Hospital
1001 Bellefontaine Avenue
Lima, OH 45804
Allen County

Contact: Tammy M. Jones, Associate Relations Manager
419-226-5089
419-998-4509 (fax)

Primary type of business: health care

Number of employees: 1,200

Unions: yes

Program details:
Began: October 1992
Start-up time: 4 months
Still operating: no
Trained to date: 17

Funding: state and employer

Initial assessment: Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
communication;
math;
writing;
GED (high school equivalency)/GED preparation

Methods:
classroom;
small group;
one-to-one tutoring;
job-related curriculum

Incentives:
unpaid attendance during work hours;
unpaid attendance after work hours;
flexible scheduling;
achievement certificates;
family participation;
management support and encouragement;
a celebration once the class was completed

Training location: worksite

Benefits:
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider:

Lima City Schools
Adult Education
816 South Pierce Street
Lima, OH 45804

Contact: Ann Kriegel
419-998-2080

Narrative:

Lima Memorial Hospital became aware of the need for a workplace program when associates expressed their interest in educational opportunities. During the program's four-month start-up time, the hospital learned what associates hoped to gain from training; looked at what other organizations were doing; worked with the school system to set up the program; and worked with associates to determine class schedules.

The success of the program is attributed to: participants who wanted to attend and learn; managers who were very involved, changed work schedules, and encouraged participants to attend; the administrative team that supported the program; and an excellent teacher who could relate to participants. It was difficult deciding on a program name that was not demeaning to potential participants. *People in Progress* was chosen.

Lima Memorial Hospital advises...

Find out what people want to learn. Use practical examples in class. Be flexible with work schedules to give people time to attend. Explain the benefits of attending. Be sure to have a teacher who is compatible with the participants.

MedCenter Hospital
1050 Delaware Avenue
Marion, OH 43302
Marion County

Contact: Kathy Rice, Opportunity Center Coordinator
614-383-7829
614-382-3297 (fax)

1995 Governor's Workforce Excellence Award

Primary type of business: health care

Number of employees: 450

Unions: none

Program details:
Began: March 1994
Start-up time: 1 year 11 months
Still operating: yes
Trained to date: 130

Funding:
employer

Initial assessment:
Test of Adult Basic Education (TABE) and other career assessments

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
Adult Basic Education

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based (off-campus technical classes);
experiential (job shadowing);
self-paced;
job-related curriculum (off-campus technical classes)

Incentives:

unpaid attendance after work hours;
flexible scheduling;
positive reinforcement;
achievement certificates;
family participation;
on-site Employee Assistance Program when needed;
Marion Technical classes at hospital's campus;
on-site registration;
financial reimbursement from hospital;
employees may pursue education in non-healthcare field

Training locations:

worksite; college/university; public schools

Benefits:

workers take more responsibility;
workers more open to new learning situations;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve
customer satisfaction improves

Educational provider:

Marion Technical College
1467 Mount Vernon Avenue
Marion, OH 43302

Contact: Jay McCreary
614-389-4636

Narrative:

Traditionally, hospitals focus educational opportunities on licensed employees. However, informal discussions with non-licensed employees indicated interest in pursuing educational opportunities. A hospital-wide survey of both licensed and non-licensed employees verified the need for educational services. MedCenter Hospital's workplace program strives to increase the academic levels of participants, support career changes, improve employees' places in life, and have positive impacts on job satisfaction and workplace environment.

During the program's 23-month planning stage, MedCenter Hospital formed a task force that included management, employees and, later, a Marion Technical College consultant. The hospital surveyed employees; contacted several local educational providers to see how they could meet the hospital's needs; developed the mission statement of the Opportunity Center; determined development areas that the Center would address (vs. the hospital's Education Department that deals with licensure updates); interviewed and hired a coordinator; visited Mount Carmel's Center for Human Empowerment; and surveyed other hospitals to see if they had models in place.

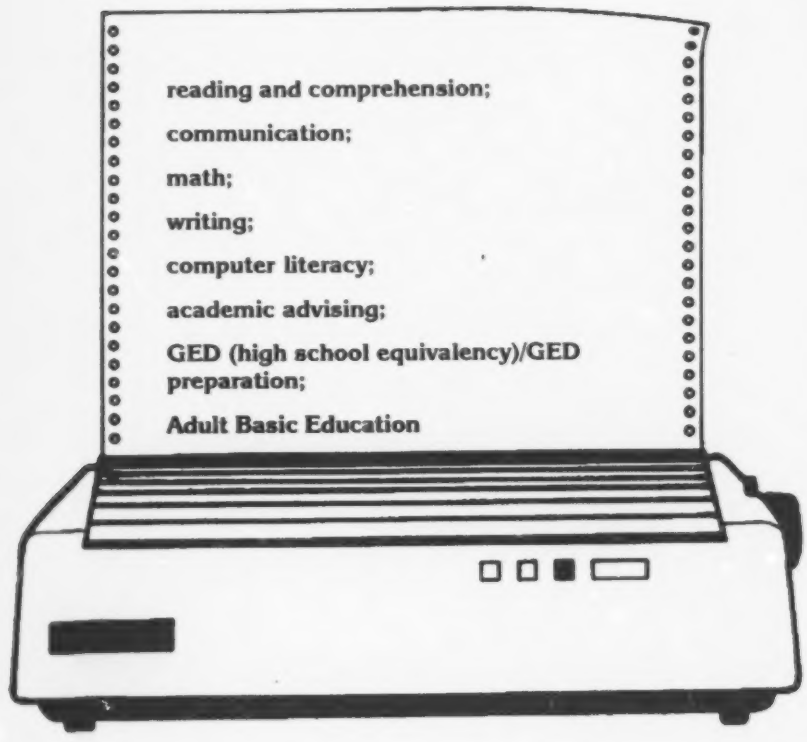
The success of the program is attributed to: the support of management; the support of Marion Technical College in providing courses and consulting input; acceptance and usage of the Center by employees; wide offerings of topics (basic skills, managerial skills, personal development, career information); wise use of financial resources; the background of the coordinator; and the ability to coordinate with providers who can deliver needed services.

Challenges have included limited funding that does not allow for the desired expansion of services and the materials library; marketing services to employees with lesser educational backgrounds without creating a "for dummies only" image; simultaneously developing training opportunities in academics, career information, and personal development; and having a part-time coordinator when a full-time position is needed.

MedCenter Hospital would be happy to communicate with other companies and businesses about the joint Marion Technical College and MedCenter Hospital endeavor, either in person, by phone, or by correspondence.

MedCenter Hospital advises...

Thoroughly research: what is wanted from both the employer's and the employees' standpoints; available providers, models, and on-site classroom space; background of coordinators, instructors, and providers and their experience in dealing with adults; and the flexibility of all involved in the program to adjust to the needs of the participants. Be prepared to commit to the program financially, managerially, and for the long term. Continuously seek employee input when selecting course offerings.


reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
Adult Basic Education

Midwest Acoust-A-Fiber, Inc.
759 Pittsburgh Drive
Delaware, OH 43015
Delaware County

Contact: Linda C. Wolf, Manager, Human Resources
614-369-3624
614-369-4329 (fax)

Primary type of business: manufacture of fiberglass products for the automobile industry

Number of employees: 72

Unions: none

Program details:
Began: January 1993
Start-up time: 3 years
Still operating: yes
Trained to date: 50

Funding: employer

Initial assessment: personality profiles to access strengths and weaknesses, and also a coaching report for training purposes

Services:
reading and comprehension;
communication;
math;
writing;
GED (high school equivalency)/GED preparation;
personal development skills;
supervisory management;
delegation development

Methods:
classroom;
small group

Incentives:
flexible scheduling;
positive reinforcement;
gift certificates;
achievement certificates;
employee of month and year program;
Work Center team recognition;
tee shirts, hats, dinner for families, and pizza parties

Training location: worksite

Benefits:

reduction in absenteeism;
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve;
new self awareness and ability to set goals

Educational provider:

Delaware Joint Vocational School
1610 State Route 521
Delaware, OH 43015

Contact: Sally Sutton
614-363-1993

Narrative:

Continuous problems filling out labor tickets and forms led Midwest Acoust-A-Fiber to consider starting a workplace education program. The development of employees' basic math and reading skills was important for accuracy and efficiency on the production floor. The company is geared toward quality, prompt service, excellent quality parts, and ISO 9000 (international quality standards).

During the program's three-year start-up time, staff managers were exposed to the initial training and development classes. A training plan was established for all employees and is evaluated on an ongoing basis. The success of the program is attributed to people working together to accomplish the goals of success, self confidence, operating as a team, and respecting one another. Learning is always necessary for growth and change. Program challenges have included learning to study, read, and listen. and fear of the unknown.

Mount Carmel Health
793 West State Street
Columbus, OH 43222
Franklin County

Contact: Patricia Adams, Projects Coordinator
614-234-2197
614-234-2824 (fax)

Primary type of business: health care organization

Number of employees: 4,000

Unions: none

Program details:
Began: June 1990
Still operating: yes
Trained to date: 20

Funding: employer

Initial assessment: none

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
Adult Basic Education;
English as a Second Language

Methods: Mount Carmel Health's Learning Line is a referral service designed to link free resources in the community with employees, their families, and friends who wish to improve their basic reading, writing, math, and English speaking skills.

Benefits:
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational providers: various free community resources that provide basic skills and GED education

reading;
comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED/GED preparation;
Adult Basic Education;
English as a Second Language

Northern Cross Steel Co.
17382 Foltz Industrial Parkway
Strongsville, OH 44136
Cuyahoga County

Contact: Robert A. Ross, Executive Vice President
216-572-0550
216-572-9682 (fax)

Primary type of business: manufacture of cold-finished steel bars

Number of employees: 47

Unions: none

Program details:
Began: 1994
Start-up time: 6 months
Still operating: currently inactive
Trained to date: 6

Funding:
employer

Initial assessment:
Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
math;
GED (high school equivalency)/GED preparation

Methods:
small group;
self-paced;
job-related curriculum

Incentives:
paid attendance during work hours;
flexible scheduling;
positive reinforcement;
achievement certificates

Training location:
worksite

Benefits:
workers more open to new learning situations;
workers show higher self-esteem, pride, and confidence

Educational provider:
Strongsville City Schools
Adult Learning Center
13200 Pearl Road
Strongsville, OH 44136

Contact: Judy Sack, Coordinator
216-238-0552

Narrative:

Northern Cross Steel Company's workplace program was offered originally as an employee incentive and had the goal of raising the educational levels of employees so they could increase their earning power. Northern Cross Steel felt both the employees and employer would benefit from the program.

During the six-month start-up time, the program was coordinated with the Strongsville Adult Education Program. The success of the program is attributed to: the individualized attention available in small-group instruction; self-paced learning; and pertinent educational areas covering the skills employees use on the job. It was difficult to coordinate the first, second, and third shift employees so that they could take training at one common time.

Northern Cross Steel Co. advises...

Promote the program extensively before implementation.

OEM/Miller Corporation
1300 Danner Drive
Aurora, OH 44202
Portage County

Contact: Kathy Goode, Personnel Manager
216-562-2900
216-562-7635 (fax)

Primary type of business: manufacture of plastic corrugated tubing

Number of employees: 110

Unions: none

Program details:
Began: February 1995
Start-up time: 5 months
Still operating: yes
Trained to date: 12

Funding: employer

Initial assessment: Test of Adult Basic Education (TABE)

Services:
communication;
math;
writing

Methods:
small group;
individualized;
self-paced

Incentives:
paid attendance after work hours;
achievement certificates

Training location: worksite

Benefits:
workers more open to new learning situations;
workers show higher self-esteem, pride, and confidence

Educational provider:
Maplewood Area Joint Vocational School
Adult Basic Education
7075 State Route 88
Ravenna, OH 44266

Contact: Helen Jane Wilson
330-296-2892

Narrative:

While providing on-site training in statistical process control and measuring in metrics, the OEM/Miller Corporation realized employees lacked adequate math skills and that an educational progam was needed. During the program's five-month start-up time, Maplewood Area Joint Vocational School assessed the job-specific skills needed to perform satisfactorily in most positions.

The success of the program is attributed to: management support at all levels; continual promotion of the program; and informing employees how the program will continue. Challenges have included the small number of employees who are negative; their comments that sometimes adversely affect others considering the program; and the fact that good news spreads slowly.

OEM/Miller Corporation advises...

Continued positive promotion is needed. Get employees more involved with the planning process.

The Ohio State University
150 Pressey Hall
1070 Carmack Road
Columbus, OH 43210
Franklin County

Contact: Nancy Messerly, Program Director - Reach One
614-292-4500
614-292-6199 (fax)

Primary type of business: higher education

Number of employees: 18,000

Unions: yes

Program details: Began: 1987
Still operating: yes
Trained to date: 80 enrolled; 18 GED recipients

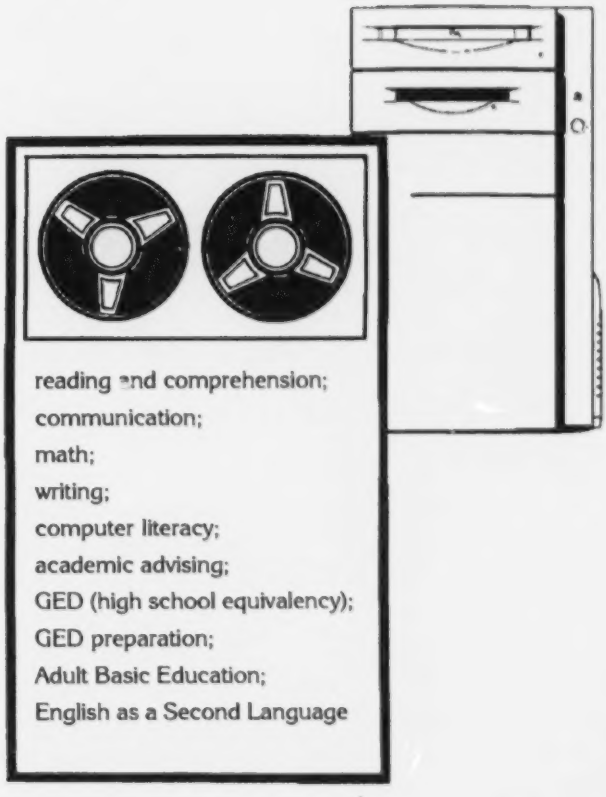
Funding: state and federal

Initial assessment: the vocabulary portion of the Test of Adult Basic Education (TABE); teacher-made math test; and writing sample

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
Adult Basic Education;
English as a Second Language

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based;
self-paced;
job-related curriculum

Educational provider: not used



reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency);
GED preparation;
Adult Basic Education;
English as a Second Language

The Ohio State University Medical Center
B415 Starling-Loving, 320 West 10th Avenue
Columbus, OH 43210
Franklin County

Contact: Rachael Turner, Coordinator and Instructor
614-293-8516
614-293-3730 (fax)

Primary type of business: health care in a hospital setting

Number of employees: 4,000

Unions: yes

Program details:
Began: January 1992
Start-up time: 1 year
Still operating: yes
Trained to date: 80

Funding:
state and employer

Initial assessment:
developed assessment tools from task analyses for specific job classifications

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
Adult Basic Education

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based;
experiential;
self-paced

Incentives:
paid attendance during work hours;
unpaid attendance during work hours;
unpaid attendance after work hours;
flexible scheduling;
positive reinforcement;
gift certificates;
achievement certificates;
family participation

Training location: worksite

Benefits:
reduction in absenteeism;
fewer injuries;
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider: In-house instruction. Used an advisor in adult education.

Narrative:

The Ohio State University Medical Center became aware of the need for an on-site educational program when concerns mounted about employees' abilities to: read and complete paperwork for their benefits; read hazardous labels; read and understand information regarding infectious diseases; and participate in continuous quality improvement groups.

During the program's one-year start-up time, a task force studied literacy education and designed a program to meet the needs at the Medical Center. The success of the program is attributed to: having students, managers, tutors, instructors, and human resources coordinators on an advisory committee; releasing employees to attend class or tutoring during work time; support for the program by the highest administrators; and voluntary attendance in class and for tutoring. One challenge has been the need for front-line managers and supervisors to schedule staff who want to attend the program.

The Ohio State University Medical Center advises...

Hire an experienced consultant to guide you through the process. Research the needs for basic skill instruction in your workplace. Have an advisory committee that represents all of the stakeholders. Gain the support of administrators and managers. Involve the union as a partner. Assign responsibility for program coordination to an employee with experience in adult education.

OPW Fueling Components
P.O. Box 405003
Cincinnati, OH 45240-5003
Hamilton County

Contact: Paul L. Green, Manager, Human Resources
513-870-3100
513-874-1231 (fax)

Primary type of business: manufacture of nozzles, valves, and fittings for handling hazardous liquids

Number of employees: 380

Unions: yes

Program details:
Began: 1985
Start-up time: 3 months
Still operating: as needed
Trained to date: 60

Funding: state and employer

Initial assessment: Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
communication;
math;
academic advising;
GED (high school equivalency)/GED preparation

Methods:
classroom;
small group;
one-to-one tutoring;
experiential;
self-paced;
job-related curriculum

Incentives:
paid attendance during work hours;
positive reinforcement;
achievement certificates

Training location: worksite

Benefits:
reduction in scrap or reworking;
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider: Great Oaks Institute of Technology and Career Development
3254 East Kemper Road
Cincinnati, OH 45241

Contact: Jim Frazier
513-771-8925

Narrative: OPW Fueling Components became aware of the need for a workplace program after part of its operation closed and employees were transferred to areas requiring higher basic skill levels. In addition, the business needed to prepare employees for changes in technology. During the program's three-month start-up time, OPW Fueling Components identified the need for training, employees interested in attending, and an educational provider. The success of the program is attributed to: employer sponsorship; voluntary employee involvement; down to earth, casual classes; and classes with job-related components.

OPW Fueling Components advises...

Returns -- quantitative, qualitative, and morale-wise -- are well worth the investment.

PMI Plants 11/12
7 Ridge Avenue
Troy, OH 45374
Miami County

Contact: Jack Kinderdine, Human Resources Manager
513-332-2715
513-332-2142 (fax)

Primary type of business: manufacture of commercial food equipment

Number of employees: 600

Unions: yes

Program details: Began: 1992
Still operating: yes
Trained to date: 242

Funding: employer

Initial assessment: none

Services: math;
blueprint reading;
measurement

Methods: classroom

Incentives: unpaid attendance after work hours
bonus of $100 for successful completion

Training location: worksite

Benefits: reduction in scrap or reworking

Educational provider: Upper Valley Joint Vocational School
8811 Career Drive
Piqua, OH 45356

Contact: Dick Fine
513-778-1980

Narrative:

PMI Plants 11/12 became aware of the need for a workplace program when machining jobs, especially computerized numerical control (CNC) machining, required skills that much of the workforce did not possess. The success of the program is attributed to the direct link between training and promotions. Passing an assessment test is part of the qualifications for CNC machining jobs. One challenge was securing union buy-in for the program.

PMI Plants 11/12 advises...

Prepare thoroughly. Communicate benefits to all involved prior to offering courses.

PPG Industries
760 Pittsburgh Drive
Delaware, OH 43015
Delaware County

Contact: John M. Hauersperger, Training Manager
614-363-9610
614-362-6863 (fax)

Primary type of business: manufacture of paints used by industries and automotive refinishers

Number of employees: 600

Unions: yes

Program details:	Began: December 1994 Start-up time: two years Still operating: yes Trained to date: 6
Funding:	employer
Initial assessment:	skills in K-12 levels
Services:	reading and comprehension; communication; math; writing; computer literacy; GED (high school equivalency)/GED preparation
Methods:	computer-based
Incentives:	unpaid attendance after work hours; flexible scheduling; positive reinforcement
Training location:	worksite
Benefits:	not known at time of survey
Educational provider:	not used

Narrative:

PPG Industries became aware of the need for a workplace program when supervisors and workers indicated some employees had inadequate basic skills. During the two-year start-up time, the business tried various training methods, then settled on computer-based training.

Although PPG Industries believes it is too soon to be sure, it believes privacy, self-pacing, and the ready availability of computer-based training are essential to the success of the program. Challenges have included costs and getting out the word.

PPG Industries advises...

Training must be available when employees want it.

Precision Metalsmiths Inc.
1081 East 200th Street
Cleveland, OH 44117
Cuyahoga County

Contact: Dick Sferry, Personnel Manager
216-481-8900
216-481-1101 (fax)

Primary type of business: manufacture of ferrous, nonferrous, and ductile investment castings

Number of employees: 175

Unions: none

Program details:	Began: 1989 Still operating: yes Trained to date: 90
Funding:	employer
Initial assessment:	no
Services:	communication; math; computer literacy
Methods:	classroom; small group
Incentives:	paid attendance during work hours; paid attendance after work hours; positive reinforcement; achievement certificates
Training locations:	worksite; college/university
Benefits:	reduction in scrap or reworking; workers take more responsibility; workers more open to new learning situations; workers demonstrate more ownership on the job; workers more involved in company activities; workers show higher self-esteem, pride, and confidence

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Educational providers: in addition to the providers listed below, various local high schools were used.

Employers Resource Council
Rock Run North, Suite 200
5700 Lombardo Center
Seven Hills, OH 44131

Contact: Jack Struck
216-642-8660

Lakeland Community College
Center for Business and Industry
7700 Clocktower Drive
Kirtland, OH 44094

Contact: Marge Zibbel
216-953-7312

Narrative: Precision Metalsmiths Inc. became aware of the need for a workplace program through customer requirements, paper work errors, and a high percentage of scrap. During the start-up time, the business determined top training priorities. The success of the program is attributed to the desire of employees to learn as much as possible. The scrap rate and number of paper work errors are both improving. Challenges have included employee turnover and making time to have training.

Precision Metalsmiths Inc. advises...

Be patient. Have everything in order and stick to a schedule. It is very easy to keep postponing. Training is very necessary today. Keeping all employees prepared to meet today's needs is very important.

Reckitt & Colman
P.O. Box 2416
Alliance, OH 44601
Stark County

Contact: Larry Leeper, Production Manager
330-821-0622
330-821-6319 (fax)

Primary type of business: manufacture of consumer products

Number of employees: 85

Unions: none

Program details:
Began: August 1994
Start-up time: one year
Still operating: yes
Trained to date: 40

Funding: state and employer

Initial assessment: customized math indicator and reading and writing samples

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy

Methods:
classroom;
small group;
job-related curriculum

Incentives:
unpaid attendance after work hours;
flexible scheduling;
gift certificates;
achievement certificates;
referrals to obtain GED

Training locations: worksite and public schools

Benefits:
fewer injuries;
reduction in scrap or reworking;
workers take more responsibility;
workers more open to new learning situations;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider: The Ohio State University Agricultural Technical Institute
1328 Dover Road
Wooster, OH 44691

Contact: Terry Sprout
800-647-8283 ext. 1260

Narrative: Reckitt & Colman learned of the need for workplace programs through an Association for Quality and Participation conference and various newspaper and other articles. During the one-year start-up time, the business had small group meetings with employees and a kickoff meeting advertising the program and the need for a program. The success of the program is attributed to the kickoff and the fact that the program was developed and managed by employees. Challenges have included overtime, nonpay of employee time, and other, more pressing problems.

Reckitt & Colman advises...

Get employees involved early in the design and implementation of the program. Contact an educational provider that works with adult learners.

Sauder Woodworking Co.
502 Middle Street
Archbold, OH 43502
Fulton County

Contact: Roel Galvan, Human Resource Manager
419-446-2711
419-446-3695 (fax)

Primary type of business: manufacture of ready-to-assemble furniture

Number of employees: 2,650

Unions: none

Program details:
Began: 1993
Start-up time: 4-6 months
Still operating: on a limited basis
Trained to date: 21

Funding: state and employer

Initial assessment: none

Services:
reading and comprehension;
math;
writing;
computer literacy;
GED (high school equivalency)/GED preparation;
Adult Basic Education

Methods:
classroom;
small group;
one-to-one tutoring;
computer-based;
self-paced

Incentives: none at this time, but incentives are being considered

Training location: worksite

Benefits:
workers more open to new learning situations;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider:

Owens Community College
Center for Development and Training
P.O. Box 10000
Oregon Road
Toledo, OH 43699

Contact: Linda Stacy
419-661-7425

Narrative:

The Sauder Woodworking Co. was aware that some employees had not completed high school. The company published in its newsletter an offer to help any employee interested in earning a GED or learning reading, writing, or math. When some employees expressed an interest, a company-wide survey was done.

During the four- to six-month start-up time, Sauder Woodworking obtained ideas from employees and other organizations that already had programs in place. The success of the program is attributed to employees' realizations that continued learning is important to career advancement and that GEDs and college educations expand opportunities. Six employees have already earned their GEDs. Employees are excited about on-site college classes.

Sauder Woodworking Co. advises...

Offer the program to all employees, and make them feel a part of something good that is happening for the company. They have to buy into it. Once you have one success, the rest will follow.

Scioto Valley Janitorial Services
405 South Oak Street
Marysville, OH 43040
Union County

Contact: J.R. Kruse, Vice President
513-644-0888
513-644-1356 (fax)

Primary type of business: janitorial service and supplier

Number of employees: 190

Unions: none

Program details:
Began: 1992
Start-up time: 1 year
Still operating: yes
Trained to date: 3

Funding: state and employer

Initial assessment: diagnostic test for GED

Services: GED (high school equivalency)/GED preparation;
Adult Basic Education

Methods: classroom;
one-to-one tutoring;
computer-based

Incentives: paid attendance during work hours;
unpaid attendance after work hours;
positive reinforcement

Training location: worksite

Benefits: workers take more responsibility;
workers more open to new learning situations;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence

Educational provider: Union County Employment and Training
219 South Plum Street
Marysville, OH 43040

Contact: Cheryl Haggerty
513-644-8168

Narrative:

Scioto Valley Janitorial Services became aware of the need for a workplace program when it realized many employees lacked math and literacy skills and when articles were read about other companies that provide training. During the three-month start-up time, the business had discussions with the program coordinator and purchased educational materials.

The success of the program is attributed to the excellent program coordinator and support from company and the participants. One challenge was poor participation from employees.

Scioto Valley Janitorial Services advises...

Understand that there is an investment, both initial and ongoing. Realize that employees become discouraged and will not participate from time to time. Mandating training is very difficult if employees see no relation between improving skills and their jobs.

State of Ohio/Ohio Department of Administrative Services
30 East Broad Street, 18th Floor
Columbus, OH 43226-0405
Franklin County

Contact: Mary Pat Marchion, Personal Enrichment through Education Program Manager
614-466-0169
614-466-6061 (fax)

Primary type of business: state government

Number of employees: 60,000

Unions: yes

Program details:
Began: January 1993
Start-up time: 1 year
Still operating: yes
Trained to date: 373

Funding: state

Initial assessment: Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
math;
writing;
GED (high school equivalency)/GED preparation

Methods:
small group;
one-to-one tutoring;
individualized;
computer-based;
self-paced

Incentives:
paid attendance during work hours;
flexible scheduling;
positive reinforcement;
achievement certificates

Training location: worksite and offsite: Lima's program is held at the Ford Motor Company training facility. Program sites in southwestern Ohio were donated by community organizations and local educational institutions.

Benefits: workers show higher self-esteem, pride, and confidence

Educational provider:

Owens Community College
Center for Development and Training
P.O. Box 10000
Oregon Road
Toledo, OH 43699

Contact: Linda Stacy
419-661-7425

Narrative:

The Ohio Department of Administrative Services became aware of the need for a workplace program when national and state statistics were examined and when state records indicated a number of employees without high school diplomas. During the one-year start-up time, a labor-management steering committee was formed, the program's scope was determined, requests for proposals were developed and reviewed, and policy and procedure were formed.

The success of the program is attributed to: sponsorship by both labor and management; the voluntary and confidential nature of the program; classes scheduled during work hours; paid release time to attend; and the developmental education credits awarded. The hesitancy of supervisors to facilitate employee participation challenged the program's implementation.

Ohio Department of Administrative Services advises...

Involve the union during initial planning and throughout program development, implementation, and evaluation.

The Timken Co.
1835 Dueber Avenue S.W.
Canton, OH 44706
Stark County

Contact: John J. Berecek, Senior Training Analyst
330-471-4407
330-471-4420 (fax)

Primary type of business: manufacture of bearings and steel (alloy)

Number of employees: 16,000

Unions: yes

Program details:
Began: May 1995
Start-up time: 8 months
Still operating: yes
Trained to date: approximately 130 per week on going

Funding:
employer

Initial assessment:
Test of Adult Basic Education (TABE). Voluntarily assessed 150 of 173 associates. Individual results were mailed privately to their homes. A composite is on file at the company.

Services:
reading and comprehension;
math;
computer literacy;
GED (high school equivalency)/GED preparation;
Adult Basic Education

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based;
experiential;
self-paced;
job-related curriculum

Note: Associates may request to learn anything desired. Videos or CD-ROMs are provided, and associates are encouraged to learn skills via computer. This helps overcome fear of computers.

Incentives:
paid attendance during work hours;
flexible scheduling;
positive reinforcement

Training location:
at the worksite in an attractive, homey facility

Benefits:

fewer injuries;
reduction in scrap or reworking;
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational providers:

Canton City Schools
Adult and Continuing Education Department
Wells Administration Building
617 McKinley Avenue S.W.
Canton, OH 44707

Contact: Thelma Slater
330-438-2559

Retraining America
16127 Tana Tea
Fort Mill, SC 29715

Contact: Judy Forrest
803-547-7728

Narrative:

The Timken Company created a training task force to build, staff, and operate a learning resource center. Retraining America provided the initial training and gave the company a process to open and maintain the center. The Timken Co. read many articles and attended informative seminars that showed the benefits of a workplace program.

The company found: individuals often are not motivated to get training outside the workplace; to build self-esteem, employees need to be recognized for personal achievements; when people feel better about themselves, they feel more capable of the jobs they can do for the team and the company; and the company is as successful as its team members.

During the eight-month start-up time, The Timken Co. did "everything!" The company had the initial training; wrote a mission statement; performed assessments and interpreted results; developed prescriptions for individual training; prepared the site; purchased hardware, software, and courseware; and debugged related equipment. Additional preparation included scheduling, communication, weekly meetings of the teams, hiring of instructors, and planning, planning, planning!

The Timken Co. said of program's success, "Let the people do it. Let them make the decisions given as much information as possible. It's their facility. Encourage, promote, recognize their accomplishments. Publish their efforts. Celebrate." A challenge to the program's implementation was the negative response from union management. The team was disappointed but did not let this setback stop them in its mission.

The Timken Co. advises...

Start right by following a proven plan. Have your instructors, who realize the importance of training, as part of your team. Get top management support at the beginning.

computer
computer literacy
· reading and comprehension
· math
· GED (high school equivalency)
· GED preparation
· Adult Basic Education

The Toledo Hospital
2142 North Cove Boulevard
Toledo, OH 43606
Lucas County

Contact: Michael McKelvey, Lead Specialist - Corporate Education and Development
419-471-5741 ext. 4459
419-479-6119 (fax)

1991 Governor's Workforce Excellence Award

Primary type of business: hospital

Number of employees: 4,500

Unions: none

Program details:	Began: 1991 Start-up time: 10 months Still operating: no Trained to date: 150
Funding:	state
Initial assessment:	reading, writing, and math
Services:	reading and comprehension; math; writing; GED (high school equivalency)/GED preparation; English as a Second Language
Methods:	classroom; individualized; self-paced
Incentives:	paid attendance during work hours; unpaid attendance during work hours; family participation
Training location:	worksite
Benefits:	workers take more responsibility; workers more open to new learning situations; workers show higher self-esteem, pride, and confidence

Educational provider:

Owens Community College
Center for Development and Training
P.O. Box 10000
Oregon Road
Toledo, OH 43699

Contact: Linda Stacy
419-661-7425

Narrative:

The Toledo Hospital became aware of the need for a workplace program when members of quality improvement teams needed to enhance basic skills to solve workplace problems. During the ten-month start-up time, the hospital documented the training need; secured organizational support and funding; organized the format and curriculum; and recruited participants.

The success of the program is attributed to: supervisor support; on-site classes; recognition by administration of training's value to the organization; and involvement of participants in program marketing. When many participants became ready for college level courses, the hospital offered on-campus credit courses at several colleges. Program challenges included the elimination of paid work time for class attendance and the reluctance of potential participants to acknowledge the need for skills upgrading.

The Toledo Hospital advises...

Target candidates through supervisors and human resources. Actively guide them into basic skills training. Promote continuous development.

UAW-Ford Lima Engine Plant
1155 Bible Road
Lima, OH 45801
Allen County

Contact: John Paradore, Training Coordinator
UAW-Ford Training Center
419-226-7189
419-226-7652 (fax)

1995 Governor's Workforce Excellence Award

Primary type of business: manufacture of automobile and truck engines

Number of employees: 2,400

Unions: yes

Program details:
Began: 1984
Start-up time: 1 year 6 months
Still operating: yes
Trained to date: 1,500

Funding: a joint program between United Auto Workers and the company

Initial assessment: Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
Adult Basic Education;
English as a Second Language

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based;
experiential;
self-paced;
job-related curriculum

Incentives:

unpaid attendance during work hours;
unpaid attendance after work hours;
flexible scheduling;
positive reinforcement;
gift certificates;
achievement certificates;
family participation

Training location:

worksite

Benefits:

workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence

Educational providers:

The University of Toledo
c/o UAW-Ford Training Center
1155 Bible Road
Lima, OH 45801

Contact: Kathy Ciminillo
419-226-7057

The University of Toledo
Seagate Center
401 Jefferson Avenue
Toledo, OH 43604

Contact: George Weidner
419-321-5149

Narrative:

When the UAW-Ford Lima Engine Plant became aware of the need for a workplace program, it considered several issues: the median age of the plant personnel; their years of service; and the skills required to operate technologically advanced machinery. To confirm the need, union and company officials cooperated in a joint venture to establish a core curriculum.

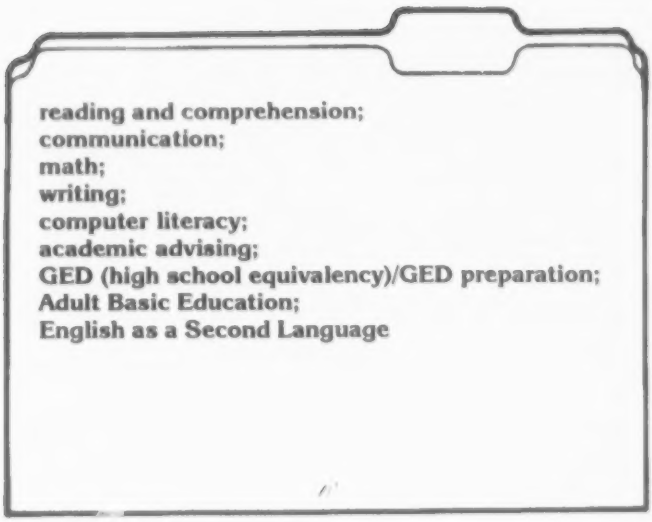
Partners included the local union, the National Education, Development and Training Center, and the plant's Education, Development and Training Program. During the year and a half start-up time, they worked with local educational institutions to choose an educational provider for the program, identify the program's focus, and select the avenues that would ensure the growth and success of participants.

The cooperation between the union and the company has been instrumental to the success of the Skills Enhancement Program at the Lima Engine Plant. Undoubtedly, the cooperation and commitment of the employees are the most important success factors! The UAW-Ford Lima Engine Plant leadership feels very fortunate to provide services that enhance the personal growth of employees. The plant recognizes the positive effect the training has on the quality product produced.

Negotiation of costs was the greatest challenge to implementation.

UAW-Ford Lima Engine Plant advises...

Establish a cooperative effort among all parties. Make sure the union (if you have one) is involved. Ensure that the educational provider understands your particular needs and is prepared to fulfill those needs. Maintain ongoing evaluations of needs as they relate to the plant. Keep your sense of humor.


reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
Adult Basic Education;
English as a Second Language

University of Cincinnati
P.O. Box 210028
Cincinnati, OH 45221-0028
Hamilton County

Contact: Deborah Glaspie, Human Resources Generalist
513-556-6951
513-556-9648 (fax)

1992 Governor's Workforce Excellence Award

Primary type of business: higher learning

Number of employees: 18,000

Unions: yes

Program details:	Began: 1990 Start-up time: 3 months Still operating: yes Trained to date: 250 (estimated)
Funding:	state
Initial assessment:	Test of Adult Basic Education (TABE)
Services:	reading and comprehension; math; computer literacy; GED (high school equivalency)/GED preparation; English as a Second Language
Methods:	small group; individualized; computer-based; self paced; UC employees volunteer to tutor others during and after class
Incentives:	paid attendance during work hours; positive reinforcement
Training location:	worksite
Benefits:	workers show higher self-esteem, pride, and confidence.

Educational provider: Great Oaks Institute of Technology and Career Development
3254 East Kemper Road
Cincinnati, OH 45241

Contact: Art Ftacnik
513-771-8925

Narrative:

The University of Cincinnati became aware of the need for a workplace program when first-line supervisors in the housekeeping department noticed employees having problems filling out forms for vacation and sick leave. Other employees ignored written instructions for job duties.

During the three-month start-up time, the University determined the overall needs of employees and contracted with Great Oaks Institute of Technology and Career Development to provide adult education. The success of the program is attributed to: using Great Oaks as the service provider; the confidentiality of the student's files; winning the 1992 Governor's Workforce Excellence Award; and the number of volunteer tutors who work with the students.

University of Cincinnati Hospital
234 Goodman Street
Mail location 710, Room B24
Cincinnati, OH 45267-0710
Hamilton County

Contact: Jeff Wilbourn, Director of Systems and Training
513-558-4465
513-558-5727 (fax)

1992 Governor's Workforce Excellence Award

Primary type of business: hospital

Number of employees: 3,000

Unions: yes

Program details:
Began: January 1990
Still operating: yes
Trained to date: 175-200

Funding: state

Initial assessment: Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
GED (high school equivalency)/GED preparation;
Adult Basic Education

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based;
self-paced;
peer tutoring, students working with partners

Incentives:
paid attendance during work hours;
unpaid attendance after work hours;
combined paid and unpaid attendance;
flexible scheduling;
positive reinforcement;
achievement certificates;
family participation

Training location: worksite

Educational provider: Great Oaks Institute of Technology and Career Development
3254 East Kemper Road
Cincinnati, OH 45241

Contact: Art Ftacnik
513-771-8925

Narrative: The University of Cincinnati Hospital became aware of the need for a workplace program when it realized a high percentage of employees in housekeeping, dietary, and laundry did not have high school degrees. The success of the program is attributed to: the convenience of the training's location and time; tutoring done by fellow employees; and the encouragement of teachers, students, and coworkers. Decreasing funds have reduced the number of sessions offered each year.

University of Cincinnati Hospital advises...

Combined paid and unpaid attendance seems to attract the most motivated students and yet makes the class easily accessible.

US Precision Glass
4307 East National Road
Lewisburg, OH 45338
Preble County

Contact: Deborah Meyers, Human Resource Supervisor
513-962-2696
513-962-4125 (fax)

Primary type of business: glass fabrication

Number of employees: 200

Unions: none

Program details:	Began: September 1993 Start-up time: 1 year Still operating: yes Trained to date: 100
Funding:	state and employer
Initial assessment:	Test of Adult Basic Education (TABE)
Services:	reading and comprehension; communication; math; GED (high school equivalency)/GED preparation
Methods:	small group; one-to-one tutoring; job-related curriculum
Incentives:	paid attendance during work hours; flexible scheduling; positive reinforcement; achievement certificates
Training locations:	worksite and college/university
Benefits:	workers more open to new learning situations; workers more involved in company activities; workers show higher self-esteem, pride, and confidence
Narrative:	US Precision Glass believed that employees' basic skills needed to be upgraded as part of efforts to modernize operations. When Miami Valley Career Technology Center assessed the employees' skill levels, the beliefs were confirmed.

The success of the program is attributed to planning and financial support from the Ohio Industrial Training Program. Organizing production and scheduling employees on all three shifts has been challenging.

US Precision Glass advises...

Prepare yourself to meet resistance from many obstacles, but do not let up. Try very hard to get employees involved. In today's changing workplace, your best asset is a trained, involved employee who will grow and change with the company and times.

Wayne Steel, Inc.
1070 West Liberty Street
Wooster, OH 44691
Wayne County

Contact: Don Gingery, Vice President Operations
330-264-8416
330-264-8420 (fax)

Primary type of business: steel service center, wholesaling precision steel and aluminum blanks

Number of employees: 175

Unions: none

Program details:
Began: 1990
Start-up time: 9 months
Still operating: yes
Trained to date: all employees to some degree

Funding: employer

Initial assessment: math skill level

Services:
communication;
math;
writing;
computer literacy;
safety;
quality, including statistical process control;
OSHA regulations

Methods:
classroom;
small group;
self-paced;
job-related curriculum

Incentives:
paid attendance during work hours;
paid attendance after work hours;
unpaid attendance after work hours

Training location: worksite

Benefits:
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers show higher self-esteem, pride, and confidence

Educational provider: The University of Akron - Wayne College
1901 Smucker Road
Orrville, OH 44667

Contacts: Amy Mast and Lisa Snell
330-684-8982 and 330-684-8981

Narrative: Wayne Steel became aware of the need for a workplace program when employees indicated a desire to improve their job performances; shortcomings were identified in reports and meetings; and computerization and jobs became increasingly more complex. During the nine-month start-up time, the business identified employees' needs, company requirements, class locations, teachers, schedules, and costs.

The success of the program is attributed to: starting on a small scale; involving employees; getting top management approval; obtaining a coordinator; and establishing a written program. One program challenge was allocating training time in a way that minimized personnel conflicts and the interruption of production.

Wayne Steel, Inc. advises...

Start with a small program, something you can sustain. Be prepared to see few immediate results. This is a long-term endeavor. Do not train just to train. Analyze your requirements and fulfill those, then allow individuals to fulfill their needs and desires. Provide some training on a regular basis and other training only when needs become apparent.

Whirlpool Corporation - Clyde Division
119 Birdseye Street
Clyde, OH 43410
Sandusky County

Contacts: Joan Howick, Administrator
Lifelong Learning
Marie Jarrett, Training Administrator
419-547-7711
419-547-2221 (fax)

1994 Governor's Workforce Excellence Award

Primary type of business: manufacture of clothes washing machines

Number of employees: 3,200

Unions: none

Program details:
Began: September 1992
Start-up time: 3 months
Still operating: yes
Trained to date: 450

Funding: employer

Initial assessment: Test of Adult Basic Education (TABE), when necessary

Services:
reading and comprehension;
math;
writing;
computer literacy;
GED (high school equivalency)/GED preparation;
Adult Basic Education

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
computer-based;
job-related curriculum

Incentives:
unpaid attendance after work;
positive reinforcement;
achievement certificates;
family participation

Training location: worksite

Benefits:

reduction in absenteeism;
fewer injuries;
workers take more responsibility;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence

Educational provider:

Vanguard Sentinel Schools
Adult Education
1306 Cedar Street
Fremont, OH 43420

Contact: Jody Angelone
419-332-2626

Narrative:

In 1992, Whirlpool Corporation's Clyde Division began including the concept of self-directed work teams in its manufacturing plan. During implementation, deficiencies in employee basic skills were discovered. To complete its world-class manufacturing plan, Whirlpool needed a workforce that could solve problems and make decisions. The need for both basic skill training (reading and math) and more advanced training (computer literacy and statistical know-how) was defined. Whirlpool management realized that a training program would benefit the employees, the company, and other stakeholders.

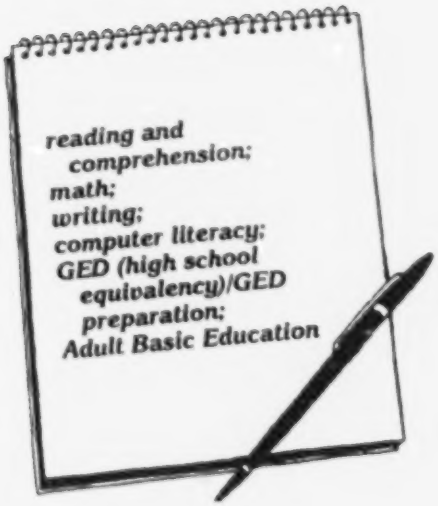
During the three-month planning stage, a program was initiated to explore employee interest, a room was remodeled, and supplies were ordered. Lifelong Learning was marketed through advertising in the *LINK*, a daily communication distributed to all employees. Posters were placed throughout the plant, and small group meetings were held to explain the nature of the program.

Lifelong Learning has been a success because Whirlpool management is supportive of the program and encourages all Whirlpool families to participate in classes. Lifelong Learning constantly changes and upgrades classes to meet the needs of customers. The quality of instruction is important. Instructors are encouraged to mentor each of their students and to help each student reach individual goals.

The most challenging part of the program's implemention is keeping the students interested in attending classes. Students attend on their own time. The administrator of Lifelong Learning remains in contact with management to keep them informed of progress and to ascertain what classes are needed.

Whirlpool Corporation - Clyde Division advises...

The need for basic education, including computer education, is needed in any plant, no matter what size. Believe in your employees, trust them, and encourage them to improve themselves. If ALL LEVELS of management do not support a program, do not start one. The program will be doomed if you do not have support from the top down. Most adults want to learn, but are afraid of making mistakes. Provide a comfortable room, pleasant and knowledgeable instructors, and encouragement. You will be amazed at the number of adults who will attend. Build a good program, and they will come.


reading and
comprehension;
math;
writing;
computer literacy;
GED (high school
equivalency)/GED
preparation;
Adult Basic Education

Whirlpool Corporation - Marion Division
1300 Marion Agosta Road
Marion, OH 43202
Marion County

Contact: Mike Schelcht, Training and Education Administrator
614-383-7181
614-383-7656 (fax)

1994 Governor's Workforce Excellence Award

Primary type of business: manufacture of clothes dryers

Number of employees: 2,400

Unions: none

Program details:
Began: 1992
Start up time: two years
Still operating: yes
Trained to date: 423

Funding: state, employer, and local

Initial assessment: Test of Adult Basic Education (TABE)

Services:
reading and comprehension;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
Adult Basic Education

Methods:
classroom;
small group;
one-to-one tutoring;
individualized;
self-paced;
job-related curriculum;
computer assisted instruction

Incentives:
flexible scheduling;
positive reinforcement;
achievement certificates;
child care;
family participation;

Training location: worksite

Benefits: workers more open to new learning situations;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence

Educational providers: Marion Technical College
1467 Mount Vernon Avenue
Marion, OH 44302-5694

Contact: Jay McCreary
614-389-4636

Ohio State University Extension - Franklin County
1945 Frebis Avenue
Columbus, OH 43206

Contact: Susan Shockey
614-462-6700

Narrative: Whirlpool Corporation's Marion Division created a strategic plan in the early 1990s and recognized that the organization soon would require employees with a much different set of skills. An informal assessment of the organization revealed that there was a clear and present need for training.

The success of the program has been attributed to: an on-site program; scheduling classes to meet the time needs of employees; employees playing a large role in determining kinds of classes offered; having classes with definite beginnings and ends; and maintaining a friendly atmosphere in the plant. One factor that challenged the program's implementation was recruitment.

Whirlpool Corporation - Marion Division advises...

It doesn't become a success overnight.

Will-Burt Co.
169 South Main Street
Orrville, OH 44667
Wayne County

Contact: Jeff Lambert, Human Resources Assistant
330-682-7015
330-684-1190 (fax)

Primary type of business: manufacture of metal fabricated and machining parts

Employees: 300

Unions: none

Program details:
Began: 1985
Start-up time: 1 year 6 months
Still operating: yes
Trained to date: more than 300

Funding:
state and employer

Initial assessment:
a math test given to new hires

Services:
reading and comprehension;
communication;
math;
writing;
computer literacy;
academic advising;
GED (high school equivalency)/GED preparation;
English as a Second Language;
production management;
blueprint reading;
statistical process control;
mini MBA;
geometric tolerancing;
welding;
sign language

Methods:
classroom;
small group;
one-to-one tutoring;
computer-based;
experiential (on-the-job training);
self-paced;
job-related curriculum

Incentives:

paid attendance during work hours;
paid attendance after work hours;
unpaid attendance after work hours;
combined paid and unpaid attendance;
flexible scheduling;
achievement certificates

Training locations:

worksite; college/university

Benefits:

reduction in absenteeism;
fewer injuries;
reduction in scrap or reworking;
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider:

University of Akron - Wayne College
1901 Smucker Road
Orrville, OH 44667

Contact: Amy Mast
330-684-8982

Narrative:

The Will-Burt Co. became aware of the need for a workplace program when applicants were not prepared for work-related problems. During the year and a half start-up time, many trial-and-error sessions were held before the right course of action was identified. The success of the program is attributed to top management support, persistence, patience, and determination. The cost of the program was a challenge. In addition, getting buy-in from people forced to go to math and basic education classes was difficult. Animosity stopped after the completion of core classes.

Will-Burt Co. advises...

Use outside assistance. Set goals for education levels. Be patient for an excellent return on your investment. Include concepts on teams and value systems within your training.

Yuasa-Exide, Inc.
12690 Elmwood
Cleveland, OH 44111
Cuyahoga County

Contact: Carlene M. Miller, Manager,
Employee Relations
216-252-4242 ext. 243
216-941-4330 (fax)

Primary type of business: manufacture of industrial battery chargers

Number of employees: 120

Unions: yes

Program details:
Began: February 1995
Start-up time: 1 year 9 months
Still operating: yes
Trained to date: 20

Funding: employer

Initial assessment: customized reading and math assessment

Services:
math;
others will be added in 1996

Methods:
classroom;
small group;
self-paced

Incentives:
combined paid and unpaid attendance;
positive reinforcement

Training location: worksite

Benefits:
workers more open to new learning situations;
other benefits anticipated as new program progresses

Educational provider:
Cleveland Public Schools
The Office of Adult and Continuing Education
Cleveland Skills and Career Center
2850 Euclid Avenue
Cleveland, OH 44115

Contact: Pat Heller
216-523-8003

Narrative:

Nineteen percent of Yuasa-Exide, Inc. employees use English as their second language. An assessment in May 1993 showed an overall reading level of seventh grade plus nine months and confirmed the business's belief that refresher courses were needed.

After the assessment, Yuasa-Exide interviewed providers. Shortly before start-up, plans to participate in a program funded by a National Workforce Literacy grant at a local community college were cancelled when the grant was not awarded to the college. Yuasa-Exide then contacted the Cleveland Public Schools' Office of Adult and Continuing Education and made plans to start.

The success of the program is attributed to calling classes "refresher" math, English, and spelling, instead of basic skills. Of its 120 employees, Yuasa-Exide had hoped for 10 volunteers. Instead, 26 employees volunteered. The good response was attributed to a presentation by the provider and to emphasizing the benefits of continuous learning. Some employees, however, feared they would be looked down upon because they lacked basic reading or math skills.

Yuasa-Exide, Inc. advises...

Begin by stressing program confidentiality to employees. Do an assessment, followed by a presentation to all employees asking for volunteers to take part in the class. The first class offered should be math and should be referred to as a "refresher" math course. Avoid calling the program basic skills. Get buy-in from the union and employees.

Zaclon, Inc.
2981 Independence Road
Cleveland, OH 44115
Cuyahoga County

Contact: Jim Krimmel, President
216-271-1904
216-271-1911 (fax)

Primary type of business: manufacture of specialty industrial chemicals

Number of employees: 60

Unions: none

Program details:
Began: 1989
Start-up time: 3 months
Still operating: yes
Trained to date: 60

Funding: employer

Initial assessment: none

Services:
communication;
computer literacy;
team building;
quality control

Methods:
classroom;
small group;
job-related curriculum

Incentives:
paid attendance during work hours;
paid attendance after work hours;
flexible scheduling;
positive reinforcement

Training locations: worksite; off-site general meeting rooms

Benefits:
fewer injuries;
workers take more responsibility;
workers more open to new learning situations;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem, pride, and confidence;
workers' attitudes toward one another improve

Educational provider:

Bright Side
P.O. Box 284
Chagrin Falls, OH 44022

Contact: Donna Rae Smith
216-247-2611

Narrative:

As Zaclon, Inc. began to move toward self-managed teams, the need for enhancement of communication and other skills became apparent. The business continues to work at improving skills on an ongoing basis.

During the three-month start-up time, Zaclon worked on basic curriculum development and scheduling. The success of the program is attributed to: getting buy-in for the need to improve skills; providing time during working hours for education and training; and making organizational changes while simultaneously improving skills. Program challenges have included individuals who saw no need for change, the long payback, and the difficulty in measuring training's short-term impact.

Zaclon, Inc. advises...

Be committed to the program. The pay backs are long-term. Unfortunately, the costs are immediate.

Part II

Employer Workplace Education Programs

1993 data

Adalet-PLM
4801 West 150th
Cleveland, OH 44135
Cuyahoga County

Contact: Russ Yeager
216-267-9000
216-267-3219 (fax)

1992 Governor's Workforce Excellence Award

Size: small (1 - 499 employees)

Participant selection: all workers involved

Program partners: union members; vocational schools; local literacy provider

Instructional staff: 1- 2

Program details: Start-up time: 0-6 months
Still operating: yes

Funding: business

Initial assessment: basic testing

Services: communication;
math;
job-related curriculum

Methods: classroom;
individualized;
small group;
curriculum designed to teach job-specific skills for more advanced courses

Incentives: flexible scheduling

Training location: worksite

Benefits: reduction in scrap or reworking;
employees able to understand more;
workers take more responsibility;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem;
attitudes toward one another improve

Educational providers: Employers Resource Council
Rock Run North, Suite 200
5700 Lombardo Center
Seven Hills, OH 44131

Contact: Jack Struck
216-642-3660

Project: LEARN
1701 Payne Avenue
Cleveland, OH 44114

Contact: Richard A. Peterson
216-621-9483

Advanced Technology Corp.
101 North Eagle Street
Geneva, OH 44041
Ashtabula County

Contact: S. J. Stein
216-466-4671
216-466-0186 (fax)

Size: small (1 - 499 employees)

Participant selection: all workers involved

Program partners: union members; vocational schools; university; company trained personnel; private sector group

Instructional staff: varies

Program details:
Start-up time: 0-6 months
Still operating: yes

Funding:
state and business

Initial assessment:
baseline testing

Services:
reading;
communication;
math;
writing;
job-related curriculum

Methods:
classroom;
experiential;
individualized;
computer-based;
one-to-one tutoring;
small group;
self-paced;
peer (co-worker) teaching;
curriculum designed to teach job-specific skills

Incentives:
flexible scheduling;
time off to attend

Training location:
worksite

Benefits:
reduction in absenteeism;
fewer injuries;
reduction in scrap or reworking;
quality awards received;
workers take more responsibility;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem;
workers' attitudes toward one another improve;
improved quality;
improved job performance

American Steel and Wire
4300 East 49th Street
Cuyahoga Heights, OH 44125
Cuyahoga County

Contact: Errol Prisby
216-429-7629
216-429-8520 (fax)

1994 Governor's Workforce Excellence Award

Size: medium (500 - 999 employees)

Participant selection: workers volunteer

Program partners: local literacy provider; private sector group

Instructional staff: 6-8

Program details: Start-up time: 1.5-2 years
Still operating: yes

Funding: business

Initial assessment: testing

Services: reading;
math;
writing;
GED (high school equivalency)

Methods: classroom;
individualized;
small group;
self-paced;
curriculum designed to teach job-specific skills

Incentives: flexible scheduling

Training location: worksite

Benefits: workers take more responsibility;
workers demonstrate more ownership on the job;
workers show higher self-esteem;
workers' attitudes toward one another improve

Educational providers: Project: LEARN
1701 Payne Avenue
Cleveland, OH 44114

Contact: Richard A. Peterson
216-621-9483

Townsend Learning Center
210 Bell Street
Chagrin Falls, OH 44022

Contact: Sarah Littlefield
216-247-8300

The Andersons Management Corporation
1200 Dussel Drive
Maumee, OH 43537
Huron County

Contact: Joseph C. Christen, Ph.D.
419-893-5050
419-891-6655 (fax)

Size: large (1,000 or more employees)

Participant selection: workers volunteer

Program partners: company trained personnel; local literacy provider

Instructional staff: 6

Program details:
Began: 1985
Start-up time: 0-6 months
Still operating: yes
Trained to date: 3 to 5

Funding: business

Services: reading

Methods:
individualized;
one-to-one tutoring;
peer (co-worker) teaching

Incentives: flexible scheduling

Training location: worksite

Benefits:
workers take more responsibility;
workers show higher self-esteem;
workers' attitudes toward one another improve

Educational provider: the provider used is no longer in business

Ashtabula County Community Action Agency
2009 West Prospect
Ashtabula, OH 44004
Ashtabula County

Rebecca A. Pierce, Director, Housing Services
216-998-4996
216-992-3319 (fax)

Size: small (1 - 499 employees)

Participant selection: all workers involved; certain workers selected or required

Program partners: university (local campus); internal trained personnel; local literacy provider; state authorized trainers

Instructional staff: varies

Program details: Start-up time: 0-6 months
Still operating: yes

Funding: state and donations

Initial assessment: tests

Services: math;
job-related curriculum;
safety

Methods: classroom;
small group;
videos;
peer (co-worker) teaching;
curriculum designed to teach job-specific skills

Incentives: transportation;
per diem;
paid attendance

Training locations: worksite, college/university, site of authorized trainer

Benefits: reduction in reworking of jobs

Educational providers: Ashtabula County Literacy Coalition
3431 West 13th Street
Ashtabula, OH 44004

Contact: Emily Chismar
216-964-7443

Ashtabula County Adult Basic Education
Kent State University
Ashtabula Branch Campus
West 13th Street
Ashtabula, OH 44004

Contact: Suzanne Birnardini
216-576-6015

Ball Metal Container Division
12340 Township Road 99 East
P.O. Box 1046
Findlay, OH 45840
Hancock County

Contact: Rod Houchins
419-423-3071
419-425-4721 (fax)

Size: small (1 - 499 employees)

Instructional staff: 3.

Funding: business

Initial assessment: performance-based competencies

Services:
communication;
math;
job-related curriculum

Methods:
classroom;
experiential;
individualized;
computer-based;
one-to-one tutoring;
small group;
self-paced;
peer (co-worker) teaching;
curriculum designed to teach job-specific skills

Incentives:
paid attendance;
time off to attend;
reimbursement support for courses taken

Benefits:
workers take more responsibility;
workers demonstrate more ownership on the job;
workers more involved in company activities;
workers show higher self-esteem;
workers' attitudes toward one another improve;
empowerment;
trust

Educational providers:
Owens Community College
Center for Development and Training
P.O. Box 10000
Oregon Road
Toledo, OH 43699

Contact: Linda Stacy
419-661-7425

Red Rocks Institute
777 South Wadsworth Blvd.
Lakewood, CO 80226

Contact: 303-987-0313

Barium and Chemicals, Inc.
P.O. Box 218
County Road 44
Steubenville, OH 43952-5218
Jefferson County

Contact: Deborah A. Venci
614-282-9776
614-282-9161 (fax)

Size: small (1 - 499 employees)

Participant selection: workers volunteer; testing; all workers involved

Program partners: internal trained personnel; community college

Instructional staff: 2-3

Program details: Start-up time: 6-12 months
Still operating: yes

Funding: business

Initial assessment: every employee tested for math, English, reading, and communication skills

Services:
reading;
communication;
math;
writing;
job-related curriculum

Methods:
classroom;
individualized;
computer-based;
one-to-one tutoring;
small group;
self-paced;
peer (co-worker) teaching;
curriculum designed to teach job-specific skills

Incentives:
flexible scheduling;
paid attendance;
participation in voluntary courses leads to better bonuses and pay raises

Training location: worksite

Benefits:
workers show higher self-esteem;
workers' attitudes toward one another improve

Educational provider: Jefferson Technical College
4000 Sunset Boulevard
Steubenville, OH 43952

Contact: Andrea Bell
800-456-TECH or 800-456-8324

Buckeye Steel Castings
2211 Parsons Avenue
Columbus, OH 43207
Franklin County

Contact: Larry Jones
614-444-2121
614-445-2084 (fax)

Size: large (1,000 or more employees)

Participant selection: workers volunteer

Program partners: public schools

Instructional staff: 1

Program details:
Start-up time: 0-6 months
Still operating: yes

Funding:
business

Services:
reading;
math;
writing;
GED (high school equivalency)

Methods:
classroom;
individualized;
small group;
self-paced

Incentives:
expenses for the program are paid

Training location:
worksite

Bureau of Workers' Compensation
30 West Spring
Columbus, OH 43215
Franklin County

Contact: Christy Hodges
614-752-7755
614-644-6168 (fax)

Size: large (1,000 or more employees)

Participant selection: voluntary participation for some workers; required for others

Program partners: company trained personnel

Instructional staff: 11

Program details: Start-up time: 0-6 months
Still operating: yes

Funding: state

Initial assessment: pre-test and post-test system

Services: math;
writing

Methods: classroom;
individualized;
small group;
peer (co-worker) teaching;
job-related curriculum

Incentives: certificates of completion

Training location: worksite

Benefits: workers take more responsibility;
workers demonstrate more ownership on the job;
workers show higher self-esteem;
workers' attitudes toward one another improve

Educational provider: none used

Central States Can Company
Box 642
700 16th Street Southeast
Massillon, OH 44646
Stark County

Contact: William Emery
330-833-1011
330-833-9932 (fax)

Size: medium (500 - 999 employees)

Participant selection: workers volunteer; certain workers selected or recommended

Program partners: company trained personnel

Instructional staff: 1-3

Program details:
Began: 1988
Start-up time: 0-6 months
Still operating: yes
Trained to date: more than 125

Funding:
business

Initial assessment:
Courses are offered for employees' personal growth and are not measured against any established standards.

Services:
communication;
math;
writing;
job-related curriculum

Methods:
classroom;
individualized;
small group;
self-paced;
peer (co-worker) teaching;
curriculum designed to teach job-specific skills

Incentives:
flexible scheduling;
paid attendance

Training locations:
worksite and local hotel

Benefits:
reduction in scrap or reworking;
improved problem-solving and set-up changeover times;
workers take more responsibility;
workers demonstrate more ownership on the job;
workers show higher self-esteem;
more operator ownership within the team concept

Educational provider:
Washington High School
1 Paul E. Brown Drive Southeast
Massillon, OH 44646

Contact: Kathy Wells
330-830-1800

City of Columbus - Project POWER
City Hall
90 West Broad Street, Room 105
Columbus, OH 43215
Franklin County

Contact: Abbie Amos
614-645-3059
614-645-7180 (fax)

Size: large (1,000 or more employees)

Participant selection: workers volunteer

Program partners: union members; public schools; company trained personnel

Instructional staff: 1 GED (high school equivalency) teacher; 14 tutors

Program details: Start-up time: unknown (program started many years ago)
Still operating: yes

Funding: local

Initial assessment: GED (high school equivalency) pre-tests;
desire on part of employee to learn to read or improve skills

Services: reading;
GED (high school equivalency);
English as a Second Language

Methods: classroom;
computer-based;
one-on-one tutoring;
small group;
self-paced;
peer (co-worker) teaching

Incentives: flexible scheduling;
paid release time

Training locations: worksite, Columbus Public Schools buildings, and JOBS program building

Benefits: workers show higher self-esteem

Dayco/Anchor Swan
P.O. Box 311
Bucyrus, OH 44820
Crawford County

Contact: Joyce Finch
419-562-1011
419-562-4495 (fax)

Size: medium (500 - 999 employees)

Participant selection: workers volunteer

Program partners: union members; public schools (adult education instructors); salaried associates

Instructional staff: 1-2

Program details:
Began: 1992
Start-up time: 6-12 months
Still operating: yes

Funding:
business

Initial assessment:
Once associates entered program, instructors gave placement tests.

Services:
reading;
math;
writing;
GED (high school equivalency)

Methods:
classroom;
one-to-one tutoring;
self-paced

Training locations:
worksite and high school

Benefits:
workers appear to demonstrate higher self-esteem

Incentives:
For two-hour classes, a student donates one hour time, and the company pays one hour straight time.

Educational provider:
Bucyrus High School Adult Education Program
900 W. Perry Street
Bucyrus, OH 44820

Contact: Miss Chipps
419-562-8241

Delco Chassis Division
1420 Wisconsin Boulevard
Dayton, OH 45401
Montgomery County

Contact: Sterling W. Gardner, Education and Training Department
513-455-6700
513-455-6522 (fax)

Size: large (1,000 or more employees)

Participant selection: workers volunteer; testing; and students sign interest letters

Program partners: union members; vocational schools; university; company trained personnel; community college; local literacy provider

Instructional staff: 8

Program details:
Began: 1992
Start-up time: 6-12 months
Still operating: yes
Trained to date: 876

Funding: state and corporate funds

Initial assessment: Test of Adult Basic Education (TABE); Laubach Reading Series Modality Kit and Locator Test

Services:
reading;
communication;
math;
writing;
job-related curriculum;
GED (high school equivalency);
English as a Second Language;
high school completion;
Adult Basic Education;
educational enrichment services;
academic advising services

Methods:
classroom;
individualized;
curriculum designed to teach job-specific skills

Incentives:
flexible scheduling;
family partication

Training location: worksite

Benefits:
workers are more involved in company activities;
workers show higher self-esteem;
attitudes toward one another improve;
pride

Educational provider: Miami Valley Career Technology Center
6800 Hoke Road
Clayton, OH 45315

Contact: Amy Leedy
513-854-6051

Ford Motor Company - Ohio Assembly Plant
650 Miller Road
Avon Lake, OH 44012
Lorain County

Contact: Elizabeth Haggerty
216-933-1399
216-933-1330 (fax)

Size: large (1,000 or more employees)

Participant selection: workers volunteer

Program partners: union members; university; public schools; community college; private sector group

Instructional staff: varies

Program details: Still operating: yes

Funding: state and federal

Initial assessment: standardized tests, i.e., Asset and Test of Adult Basic Education (TABE)

Services:
reading;
communication;
math;
writing;
job-related curriculum;
GED (high school equivalency);
English as a Second Language;
college credit classes

Methods:
classroom;
experiential;
individualized;
computer-based;
one-to-one tutoring;
small group;
self-paced

Incentives: family participation

Training locations: worksite and college/university

Benefits: workers show higher self-esteem

Educational provider: none at time of survey

Ford Motor Company - Walton Hills Stamping Plant
7845 Northfield Road
Walton Hills, OH 44146
Cuyahoga County

Contact: Michael J. Murphy, Supervisor, Salaried Personnel and Training
216-587-7830
216-587-7834 (fax)

Size: large (1,000 or more employees)

Participant selection: workers volunteer

Program partners: company trained personnel; community college

Instructional staff: 4

Program details:
Start-up time: 0-6 months
Still operating: yes

Funding:
Established during 1982 United Auto Workers (UAW) contract negotiations and expanded in later collective bargaining agreements.

Initial assessment:
Wide Range Achievement Test (WRAT);
Gates McGinitie Reading Test;
Test of Adult Basic Education;
GED (high school equivalency) pre-test;
Math Achievement Test

Services provided:
reading;
communication;
math;
writing;
job-related curriculum;
GED (high school equivalency);
English as a Second Language

Methods:
classroom;
individualized;
computer-based;
one-to-one tutoring;
small group;
self-paced

Incentives:
flexible scheduling;
family participation;
certificates of achievement placed in personnel files with employees' permissions

Training location:
worksite

Benefits:

reduction in absenteeism;
fewer injuries;
reduction in scrap or reworking;
workers take more responsibility;
workers demonstrate more ownership on the job;
workers are more involved in company activities;
workers show higher self-esteem;
workers' attitudes toward one another improve

Educational provider:

Cuyahoga Community College
Unified Technologies Center
2415 Woodland Street
Cleveland, OH 44115

Contact: Hugh Littleton
216-987-3041

General Castings
1080 Cleveland Street
Grafton, OH 44044
Lorain County

Contact: Wendy Horn
216-926-2511
216-926-2379 (fax)

Size: small (1 - 499 employees)

Participant selection: workers volunteer

Program partners: union members; public schools; local literacy provider

Instructional staff: 1

Program details: Start-up time: 1-1.5 years

Funding: state and business

Initial assessment: performed by adult education teacher

Services:
reading;
communication;
math;
writing;
GED (high school equivalency)

Methods:
classroom;
individualized;
one-to-one tutoring;
small group;
self-paced;
peer (co-worker) teaching

Incentives:
paid attendance;
family participation

Training location: worksite

Benefits:
personal achievement;
workers take more responsibility;
demonstrate more ownership on the job;
more involved in company activities;
show higher self-esteem;
attitudes toward one another improve

Gibson Greetings, Inc.
2100 Section Road
Cincinnati, OH 45237
Hamilton County

Contact: Bernie Hess
513-758-1860

1992 Governor's Workforce Excellence Award

Size: large (1,000 or more employees)

Participant selection: workers volunteer

Program partners: training professionals and line supervisors

Instructional staff: 4

Program details:	Start-up time: 0-6 months Still operating: no
Funding:	business
Initial assessment:	tests
Services:	reading; math; mechanical aptitude
Methods:	classroom
Incentives:	time off to attend
Training location:	worksite
Benefits:	workers demonstrate more ownership on the job; workers show higher self-esteem; workers have more positive view of the company
Educational provider:	none used

Goodwill Industries of Ashtabula

621 Goodwill Drive
Ashtabula, OH 44004
Ashtabula County

Contact: Dorothy Altonen
216-964-3257
216-964-3565 (fax)

Size: small (1 - 499 employees)

Participant selection: workers volunteer; testing

Program partners: trained personnel; local literacy provider

Program details:
Began: June 1988
Start-up time: 0-6 months
Still operating: yes
Trained to date: 20

Funding: business

Initial assessment: tests; work performance measurement

Services:
reading;
communication;
math;
job-related curriculum

Methods:
individualized;
computer-based;
one-to-one tutoring;
small group;
peer (co-worker) teaching;
curriculum designed to teach job-specific skills

Incentives:
paid attendance;
time off to attend, but also on own time

Training location: worksite

Benefits:
reduction in scrap or reworking;
higher productivity;
workers take more responsibility;
workers show higher self-esteem;
workers' attitudes toward one another improve;
improved work skills and communication

Educational providers:

Ashtabula County Adult Basic Education
1565 State Route 167
Jefferson, OH 44047

Contact: Suzanne Birnardini
216-576-6015

Literacy Volunteers of America/Ashtabula
3431 West 13th Street
Ashtabula, OH 44004

Contact: Emily Chismer
216-964-7443

Jefferson County
Engineer's Department
R.D. 6 S.R. 43
Steubenville, OH 43952
Jefferson County

Contact: Andrew J. Bryan
614-283-8574

Size: small (1 - 499 employees)

Participant selection: workers volunteer

Program partners: union members; vocational schools; company trained; personnel; community college

Program details:
Start-up time: 6-12 months
Still operating: yes

Funding:
local funding

Initial assessment:
designed by Jefferson Technical College

Services:
reading;
communication;
math;
writing;
job-related curriculum

Methods:
classroom;
individualized;
small group;
self-paced;
peer (co-worker) teaching;
curriculum designed to teach job-specific skills

Incentives:
flexible scheduling;
paid attendance

Training locations:
worksite and college/university

Benefits:
fewer injuries;
reduction in scrap or reworking;
workers take more responsibility;
workers demonstrate more ownership on the job;
employees show higher self-esteem

Educational provider:
Jefferson Technical College
4000 Sunset Boulevard
Steubenville, OH 43952

Contact: Andrea Bell
800-456-TECH or 800-456-8324

Marathon Oil
539 South Main Street
Findlay, OH 45840
Hancock County

Contact: Glen Shull
419-421-3148

Size: large (1,000 or more employees)

Participant selection: workers volunteer; certain workers selected or required

Program partners: union members; company trained personnel; private sector group

Instructional staff: varies

Program details: Start-up time: 1.5-2 years

Funding: business

Initial assessment: written and exercise tests for some, self-reports and no assessments for others

Services:
communication;
writing;
job-related curriculum;
stress;
wellness;
smoking cessation

Methods:
classroom;
experiential;
individualized;
computer-based;
one-to-one tutoring;
small group;
self-paced

Incentives:
flexible scheduling;
family participation

Training location: worksite

Benefits:
fewer injuries;
reduction in scrap or reworking;
safety;
improved job skills and quality;
better results, less time, more know how;
workers take more responsibility;
workers show higher self-esteem with writing and skills;
workers' attitudes toward one another improve (diversity)

Educational provider: varies by locale and situation, not centralized

Memorial Park Center for Aging
27100 Cedar Road
Beachwood, OH 44119
Cuyahoga County

Contact: Sygi Berkman, Assistant Director Human Resources
216-831-6500

Size: medium (500 - 999 employees)

Participant selection: all workers involved

Program partners: public schools

Instructional staff: 2

Program details:
Start-up time: 0-6 months
Still operating: yes

Funding:
donations

Services:
reading;
communication;
math;
writing

Methods:
classroom;
one-to-one tutoring;
small group;
self-paced;
peer (co-worker) teaching

Incentives:
flexible scheduling;
time off to attend;
$300 scholarship

Training location:
worksite

Benefits:
workers show higher self-esteem

Educational provider:
Cleveland Heights - University Heights Board of Education
Taylor Academy
14780 Superior Road
Cleveland Heights, OH 44118

Contact: Catherine Thomas
216-371-7138

Northeast Ohio Regional Sewer District
3826 Euclid Avenue
Cleveland, OH 44115-2504
Cuyahoga County

Contact: Russell S. Rys
216-881-9709
216-881-6600 (fax)

1992 Governor's Workforce Excellence Award

Size: medium (500 - 999 employees)

Participant selection: workers volunteer

Program partners: union members; company trained personnel; community college

Instructional staff: 1

Program details:
Began: 1987
Start-up time: 2-3 years
Still operating: yes
Trained to date: 51

Funding:
business

Initial assessment:
written exams

Services:
reading;
communication;
math;
writing;
job-related curriculum

Methods:
classroom;
individualized;
computer-based;
one-to-one tutoring;
self-paced;
curriculum designed to teach job-specific skills

Incentives:
paid attendance;
time off to attend

Training location:
college/university

Benefits:
workers show higher self-esteem;
workers' attitudes toward one another improve

Educational provider:
Cuyahoga Community College Eastern Campus
Innovative Learning Center
East One, Room 162
4250 Richmond Road
Highland Heights, OH 44122

Contact: Raymond Manak
216-987-2135

The Ohio State University - Wooster
1328 Dover Road
Wooster, OH 44691
Wayne County

Contact: Jean Opliger
330-264-3911
330-262-7634 (fax)

Size: small (1 - 499 employees)

Participant selection: workers volunteer

Program partners: company trained personnel; community college

Instructional staff: 3

Program details:	Start-up time: 1.5-2 years Still operating: yes
Funding:	federal and business
Initial assessment:	instructor-designed instruments
Services:	reading; communication; math; writing; job-related curriculum
Methods:	classroom; experiential; small group; self-paced; curriculum designed to teach job-specific skills
Incentives:	flexible scheduling; time off to attend
Training location:	worksite
Benefits:	not known at time of survey
Educational provider:	none used

Pepperidge Farm Inc.
3320 State Route 103 East
Willard, OH 44890
Huron County

Contact: William Kaltenbach
419-933-2611
419-933-3804 (fax)

Size: medium (500 - 999 employees)

Participant selection: all workers involved

Program partners: community college

Instructional staff: 7

Program details: Start-up time: 1-1.5 years
Still operating: yes

Funding: state and business

Services: communication;
job-related curriculum

Methods: classroom;
self-paced;
peer (co-worker) teaching

Incentives: flexible scheduling;
paid attendance

Training location: worksite

Benefits: reduction in scrap or reworking;
workers take more responsibility;
workers demonstrate more ownership on the job;
workers' attitudes toward one another improve

Educational providers: North Central Technical College
2441 Kenwood Circle
P.O. Box 698
Mansfield, OH 44901

Contact: Karen Just
419-521-3610

Tiffin University
155 Miami Street
Tiffin, OH 44883

419-447-6442

Plastic Moldings Corp.
2181 Grand Avenue
Cincinnati, OH 45214
Hamilton County

Contact: Mary J. Welch
513-921-5040
513-921-5883 (fax)

Size: small (1 - 499 employees)

Participant selection: workers volunteer; testing; certain workers selected or required

Program partners: vocational schools; company trained personnel; private sector group

Instructional staff: varies from 1-20

Program details:
Start-up time: 0-6 months
Still operating: yes

Funding:
business

Initial assessment:
Test of Adult Basic Education (TABE); Science Reasearch Associate-Flanagan Aptitude (reading judgment/comprehension); math

Services:
reading;
communication;
math;
job-related curriculum

Methods:
classroom;
experiential;
one-to-one tutoring;
small group;
peer (co-worker) teaching;
curriculum designed to teach job-specific skills

Incentives:
flexible scheduling;
time off to attend

Training location:
worksite

Benefits:
reduction in scrap or reworking;
higher profitability;
more people qualified to do more technical jobs;
workers take more responsibility;
workers demonstrate more ownership on the job;
workers are more involved in company activities;
workers show higher self-esteem;
workers' attitudes toward one another improve

Portage Lakes Joint Vocational School District
P.O. Box 248
Greensburg, OH 44232
Summit County

Contact: Joseph C. Smith
330-896-3764 ext. 211

Size: small (1 - 499 employees)

Participant selection: workers volunteer; testing

Program partners: vocational schools; company trained personnel; private sector group

Instructional staff: 3

Program details: Start-up time: 6-12 months
Still operating: no

Funding: state and federal

Initial assessment: standardized tests

Services: reading;
communication;
math;
writing;
job-related curriculum

Methods: classroom;
individualized;
computer-based;
one-to-one tutoring;
small group;
self-paced;
peer (co-worker) teaching

Incentives: flexible scheduling

Training location: worksite

Benefits: fewer injuries;
reduction in scrap or reworking;
workers take more responsibility;
demonstrate more ownership on the job;
show higher self-esteem;
attitudes toward one another improve

Educational provider: none used

University Hospitals of Cleveland
2074 Abington Road
Cleveland, OH 44106
Cuyahoga County

Contact: Gloria Morgan, MS, RD
216-844-8666

Size: large (1,000 or more employees)

Participant selection: for Department of Nutrition Services; workers volunteer; testing

Program partners: company trained personnel; local literacy provider; private sector

Instructional staff: 1 volunteer teacher; 2 support professionals

Program details:
Start-up time: 0-6 months
Still operating: yes

Funding:
business and formerly state

Initial assessment:
Adult Placement Indicator for Vocabulary and Comprehension, 6th grade math test, 5th grade writing test

Services:
reading;
communication;
math;
writing;
job-related curriculum

Methods:
classroom;
individualized;
one-to-one tutoring;
small group;
self-paced;
curriculum designed to teach job-specific skills

Incentives:
flexible scheduling;
support provided on paid-time;
gift certificates;
time off to attend;
graduation party

Training location:
worksite

Benefits:
workers take more responsibility;
show higher self-esteem;
attitudes toward one another improve

Educational provider:
none used

Part III

Appendices

Employers by County

Allen County
- Lima Memorial Hospital
- UAW-Ford Lima Engine Plant

Ashtabula County
- Advanced Technology Corp.
- Ashtabula County Community Action Agency
- Goodwill Industries of Ashtabula

Cuyahoga County
- Adalet-PLM
- American Steel and Wire
- Card Pak Inc.
- Cleveland Track Material
- Ford Motor Company - Walton Hills Stamping Plant
- G.E. Medical Systems
- The Horsburgh & Scott Co.
- Joseph T. Ryerson & Sons Inc.
- Kirkwood Industries, Inc.
- L.J. Minor
- Memorial Park Center for Aging
- Northeast Ohio Regional Sewer District
- Northern Cross Steel Co.
- Precision Metalsmiths Inc.
- University Hospitals of Cleveland
- Yuasa-Exide, Inc.
- Zaclon, Inc.

Crawford County
- Dayco/Anchor Swan

Defiance County
- General Motors Powertrain

Delaware County
- Midwest Acoust-A-Fiber, Inc.
- PPG Industries

Franklin County
- Buckeye Steel Castings
- Bureau of Workers' Compensation
- City of Columbus
- Mount Carmel Health
- The Ohio State University
- The Ohio State University Medical Center
- State of Ohio

Fulton County
- Sauder Woodworking Co.

Hamilton County
- The Christ Hospital
- Cinpac
- Drake Center, Inc.
- Gibson Greetings, Inc.
- Plastic Moldings Corp.
- OPW Fueling Components
- University of Cincinnati
- University of Cincinnati Hospital

Hancock County
- Ball Metal Container Division
- Marathon Oil

Huron County
- The Anderson Management Corporation
- Pepperidge Farm Inc.

Jefferson County
- Barium and Chemicals, Inc.
- Jefferson County Engineer's Department

Lorain County
- Ford Motor Company - Ohio Assembly Plant
- General Castings

Lucas County
- Buckeye Cablevision Inc.
- Chrysler Toledo Assembly Plant
- The Toledo Hospital

Marion County
- MedCenter Hospital
- Whirlpool Corporation - Marion Division

Miami County
- PMI Plants 11/12

Montgomery County
- Delco Chassis Division
- The Dupps Co.

Portage County
- OEM/Miller Corporation

Preble County
- US Precision Glass

Sandusky County
- Whirlpool Corporation - Clyde Division

Stark County
- Central States Can Company
- H-P Products, Inc.
- Reckitt & Colman
- The Timken Co.

Summit County
- Chrysler Twinsburg Stamping Plant
- City Machine and Wheel Co.
- Portage Lakes Joint Vocational School District

Union County
- Honda of America Mfg., Inc.
- Scioto Valley Janitorial Services

Wayne County
- American Electric Cordsets/Belden Wire and Cable
- Diamonite Products
- Kidron Inc.
- The Ohio State University - Wooster
- Wayne Steel, Inc.
- Will-Burt Co.

Wood County
- Green Manufacturing, Inc.

Employers by Size of Firm

1 - 99 employees

- Ashtabula County Community Action Agency
- Barium and Chemicals, Inc.
- Card Pak Inc.
- City Machine and Wheel Co.
- G.E. Medical Systems
- Jefferson County Engineer's Department
- Joseph T. Ryerson & Sons Inc.
- General Castings
- Midwest Acoust-A-Fiber, Inc.
- Northern Cross Steel Co.
- Portage Lakes Joint Vocational School District
- Reckitt & Colman
- Zaclon, Inc.

100 - 499 employees

- Adalet-PLM
- Advanced Technology Corp.
- American Electric Cordsets/Belden Wire and Cable
- Ball Metal Container Division
- Buckeye Cablevision Inc.
- Cinpac
- Cleveland Track Material
- Diamonite Products
- The Dupps Co.
- Goodwill Industries of Ashtabula
- Green Manufacturing, Inc.
- The Horsburgh & Scott Co.
- H-P Products, Inc.
- Kidron Inc.
- L.J. Minor
- MedCenter Hospital
- OEM/Miller Corporation
- The Ohio State University - Wooster
- OPW Fueling Components
- Plastic Moldings Corp.
- Precision Metalsmiths Inc.
- Scioto Valley Janitorial Services
- US Precision Glass
- Wayne Steel, Inc.
- Will-Burt Co.
- Yuasa-Exide, Inc.

500 - 999 employees

- American Steel and Wire
- Central States Can Company
- Dayco/Anchor Swan
- Drake Center, Inc.
- Kirkwood Industries, Inc.
- Memorial Park Center for Aging
- Northeast Ohio Regional Sewer District
- Pepperidge Farm Inc.
- PMI Plants 11/12
- PPG Industries

1,000 or more employees

- The Anderson Management Corporation
- Buckeye Steel Castings
- Bureau of Workers' Compensation
- The Christ Hospital
- Chrysler Toledo Assembly Plant
- Chrysler Twinsburg Stamping Plant
- City of Columbus
- Delco Chassis Division
- Ford Motor Company - Ohio Assembly Plant
- Ford Motor Company - Walton Hills Stamping Plant
- General Motors Powertrain
- Gibson Greetings, Inc.
- Honda of America Mfg., Inc.
- Lima Memorial Hospital
- Marathon Oil
- Mount Carmel Health
- The Ohio State University
- The Ohio State University Medical Center
- Sauder Woodworking Co.
- State of Ohio
- The Timken Co.
- The Toledo Hospital
- UAW-Ford Lima Engine Plant
- University of Cincinnati
- University of Cincinnati Hospital
- University Hospitals of Cleveland
- Whirlpool Corporation - Clyde Division
- Whirlpool Corporation - Marion Division

Educational Providers*

Ashtabula County Adult Basic Education
1565 State Route 167
Jefferson, OH 44047

Contact: Suzanne Bernardini
216-576-6015

Ashtabula County Adult Basic Education
Kent State University
Ashtabula Branch Campus
West 13th Street
Ashtabula, OH 44004

Contact: Suzanne Birnardini
216-576-6015

Ashtabula County Literacy Coalition
3431 West 13th Street
Ashtabula, OH 44004

Contact: Emily Chismar
216-964-7443

Bright Side
P.O. Box 284
Chagrin Falls, OH 44022

Contact: Donna Rae Smith
216-247-2611

Bucyrus High School Adult Education Program
900 West Perry Street
Bucyrus, OH 44820

Contact: Miss Chipps
419-562-8241

Canton City Schools
Adult and Continuing Education Department
Wells Administration Building
617 McKinley Avenue S.W.
Canton, OH 44707

Contact: Thelma Slater
330-438-2559

Cincinnati State Technical and Community College
Office of Continuing Education
3520 Central Parkway
Cincinnati, OH 45223-2690

Contact: Dr. David Buzzard
513-569-1459

Cleveland Heights/University Heights Board of Education
Taylor Academy
14780 Superior Road
Cleveland Heights, OH 44118

Contact: Catherine Thomas
216-371-7138

Cleveland Public Schools
The Office of Adult and Continuing Education
Cleveland Skills and Career Center
2850 Euclid Avenue
Cleveland, OH 44115

Contact: Pat Heller
216-523-8003

Cuyahoga Community College Eastern Campus
Innovative Learning Center
East One, Room 162
4250 Richmond Road
Highland Heights, OH 44122

Contact: Raymond Manak
216-987-2135

Cuyahoga Community College
Unified Technologies Center
2415 Woodland Street
Cleveland, OH 44115

Contact: Hugh Littleton
216-987-3041

* Appendix C includes the educational providers used by the businesses in this directory and is not a comprehensive list of available providers.

Cuyahoga Valley Career Center
8001 Brecksville Road
Brecksville, OH 44141

Contact: Dan Hickey
216-526-5200

Delaware Joint Vocational School
1610 State Route 521
Delaware, OH 43015

Contact: Sally Sutton
614-363-1993

Employers Resource Council
Rock Run North, Suite 200
5700 Lombardo Center
Seven Hills, OH 44131

Contact: Jack Struck
216-642-8660

Four County Joint Vocational School
22-900 State Route 34
Box 245A
Archbold, OH 43502

Contact: Kevin Dangler
419-267-3331

Great Oaks Institute of Technology and Career Development
3254 East Kemper Road
Cincinnati, OH 45241

Contacts: Art Ftacnik and Jim Frazier
513-771-8925

Jefferson Technical College
4000 Sunset Boulevard
Steubenville, OH 43952

Contact: Andrea Bell
800-456-TECH or 800-456-8324

Lakeland Community College
Center for Business and Industry
7700 Clocktower Drive
Kirtland, OH 44094

Contact: Marge Zibbel
216-953-7312

Lima City Schools
Adult Education
816 South Pierce Street
Lima, OH 45804

Contact: Ann Kriegel
419-998-2080

Literacy Volunteers of America/Ashtabula
3431 West 13th Street
Ashtabula, OH 44004

Contact: Emily Chismer
216-964-7443

Maplewood Area Joint Vocational School
Adult Basic Education
7075 State Route 88
Ravenna, OH 44266

Contact: Helen Jane Wilson
330-296-2892

Marion Technical College
1467 Mount Vernon Avenue
Marion, OH 43302-5694

Contact: Jay McCreary
614-389-4636

Miami Valley Career Technology Center
6800 Hoke Road
Clayton, OH 45315

Contacts: Amy Leedy
513-854-6051

Gordan Reeder
513-837-7781

North Central Technical College
2441 Kenwood Circle
P.O. Box 698
Mansfield, OH 44901

Contact: Karen Just
419-521-3610

North Coast Tutoring
120 North Main Street
Chagrin Falls, OH 44022

Contact: Carol Richards
216-247-1622

Ohio State University Agricultural Technical Institute
1328 Dover Road
Wooster, OH 44691

Contacts: Jean Opliger and Terry Sprout
800-647-8283

Ohio State University Extension - Franklin
1945 Frebis Avenue
Columbus, OH 43206

Contact: Susan Shockey
614-462-6700

Owens Community College
Center for Development and Training
P.O. Box 10000
Oregon Road
Toledo, OH 43699

Contacts: Linda Stacy
419-661-7425

Diane Ninke
419-661-7355

The Pace Group
10945 Reed Hartman Highway
Suite 215
Cincinnati, OH 45242

Contact: Carl Beer
513-793-0550

Penta County Vocational School
30095 Oregon Road
Perrysbury, OH 43551

Contact: Joe Thomas
419-666-1120

Project: LEARN
1701 Payne Avenue
Cleveland, OH 44114

Contact: Richard A. Peterson
216-621-9483

Red Rocks Institute
777 South Wadsworth Boulevard
Lakewood, CO 80226

Contact: 303-987-0313

Retraining America
16127 Tana Tea
Fort Mill, SC 29715

Contact: Judy Forest
803-547-7728

Stark Technical College
6200 Frank Avenue Northwest
Canton, OH 44720

Contact: Art Moyer
330-966-5465

Strongsville City Schools
Adult Learning Center
13200 Pearl Road
Strongsville, OH 44136

Contact: Judy Sack
216-238-0552

Tiffin University
155 Miami Street
Tiffin, OH 44883

Contact: 419-447-6442

Townsend Learning Center
210 Bell Street
Chagrin Falls, OH 44022

Contact: Sarah Littlefield
216-247-8300

Union County Employment and Training
219 South Plum Street
Marysville, OH 43040

Contact: Cheryl Haggerty
513-644-8168

The University of Akron - Wayne College
1901 Smucker Road
Orrville, OH 44667

Contacts: Amy Mast
330-684-8982

Lisa Snell
330-684-8981

The University of Toledo
Seagate Center
401 Jefferson Avenue
Toledo, OH 43604

Contact: George Weidner
419-321-5149

The University of Toledo
c/o UAW-Ford Training Center
1155 Bible Road
Lima, OH 45801

Contact: Kathy Ciminillo
419-226-7057

Upper Valley Joint Vocational School
8811 Career Drive
Piqua, OH 45356

Contact: Dick Fine
513-778-1980

Vanguard Sentinel Schools
Adult Education
1306 Cedar Street
Fremont, OH 43420

Contact: Jody Angelone
419-332-2626

Washington High School
1 Paul E. Brown Drive Southeast
Masssillon, OH 44646

Contact: Kathy Wells
330-830-1800

Workforce Skills Development
17128 Eastview Drive
Chagrin Falls, OH 44023

Contact: Julie Baker
216-543-9513